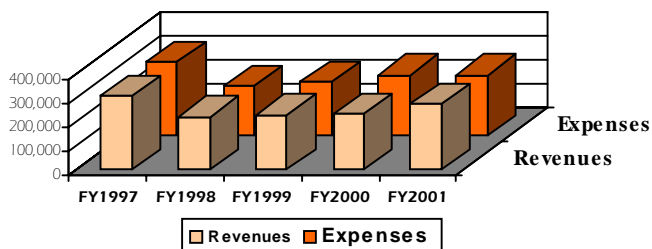


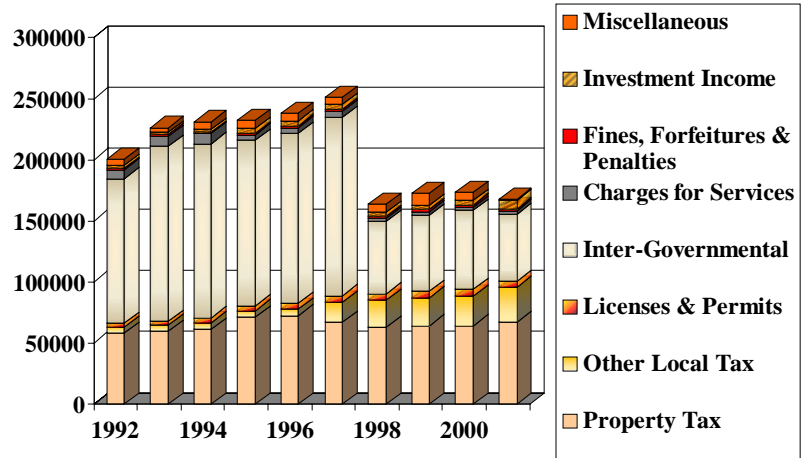
Financial Overview

Revenue and Expenditure History

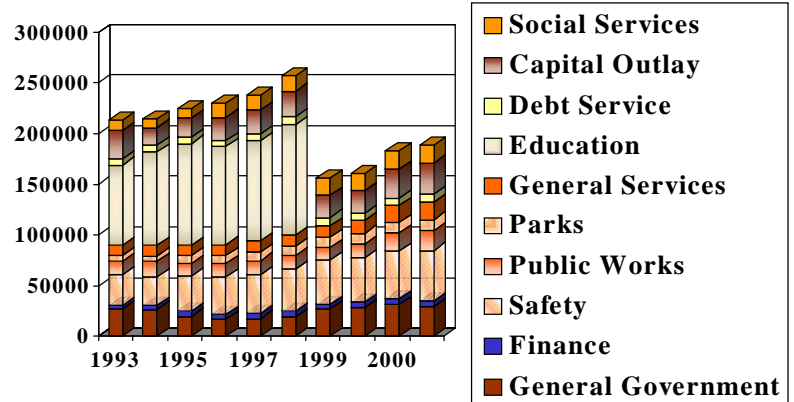
Total City revenue for the fiscal year ended June 30, 1997 was \$288,383,284. Total City revenue for the fiscal year ended June 30, 2001 was \$223,575,322. This difference of \$64,807,962 represents a 22.5% decrease over this five year period. During this same time period total City expenditures decreased from \$282,110,651 in 1997 to \$237,197,364 in 2001. This difference of \$44,913,287 represents a 15.9% decrease. The reason for this drastic drop in revenues/expenditures is that on July 1, 1998 the City of Chattanooga went out of the school business, turning its system over to Hamilton County in compliance with state law. This caused an immediate impact of over \$90 million in revenues/expenditures. Below we are presenting a chart which plots the relationship between revenues and expenditures during this time period. The drop in revenues/expenditures is apparent in FY 98. However, due to the economic climate of Chattanooga the revenues/expenditures begin to rise immediately as evidenced by the FY 99 figures. With Chattanooga's unemployment rate being among the lowest in the United States and well below the national average, we expect this trend to continue. To the right are ten year comparisons of total revenues and expenditures.



**Revenues
(in 1,000)**



**Expenditures
(in 1,000)**



**REVENUES & APPROPRIATIONS BY FUND TYPE
FY2002**

Revenues	Governmental Fund Types			
	General	Special Revenue	Debt Service	Capital Projects
Taxes	90,943,399	-	-	-
Licenses & Permits	5,999,348	-	-	-
Intergovernmental	38,645,223	31,553,130	799,098	-
Charges for services	1,226,407	-	-	-
Fines, forfeitures and penalties	1,652,500	-	-	-
Interest earnings	2,495,100	50,000	-	-
Miscellaneous	3,632,330	385,844	203,889	-
Bonds	-	-	-	-
Transfers In	-	1,801,641	8,964,342	-
Total Revenues	144,594,307	33,790,615	9,967,329	-
Appropriations				
General Government	16,369,418	29,440,615	-	-
Finance & Administration	8,958,996	-	-	-
Police Department	33,997,377	-	-	-
Fire Department	21,809,608	-	-	-
Public Works Department	25,815,723	4,350,000	-	-
Parks, Recreation, Arts & Culture	11,204,573	-	-	-
General Services	-	-	-	-
Personnel	6,406,859	-	-	-
Neighborhood Services	1,797,184	-	-	-
Executive Branch	1,625,342	-	-	-
Debt Service	-	-	9,967,329	-
Capital Projects	-	-	-	-
Transfers Out	16,609,227	-	-	-
Total Appropriations	144,594,307	33,790,615	9,967,329	-

Fiduciary Fund Types	Proprietary Fund Types	Internal Service Funds	Total Revenue	Total Revenue FY2001
Community Development	Enterprise			
-	-	-	90,943,399	73,526,312
-	-	-	5,999,348	5,145,600
5,111,000	85,000	-	76,193,451	83,849,220
-	36,629,904	9,850,000	47,706,311	56,703,628
-	-	-	1,652,500	1,741,000
300,000	2,146,539	-	4,991,639	6,983,250
-	-	-	4,222,063	5,439,369
-	-	-	-	9,697,700
-	5,843,244	-	16,609,227	24,191,723
5,411,000	44,704,687	9,850,000	248,317,938	267,277,802
-	-	-	45,810,033	31,905,837
-	-	9,850,000	18,808,996	5,962,132
-	-	-	33,997,377	29,009,837
-	-	-	21,809,608	19,357,217
-	44,704,687	-	74,870,410	74,044,446
-	-	-	11,204,573	10,445,220
-	-	-	0	31,348,459
-	-	-	6,406,859	1,036,452
-	-	-	1,797,184	1,613,542
5,411,000	-	-	7,036,342	-
-	-	-	9,967,329	7,650,860
-	-	-	0	30,712,077
			16,609,227	24,191,723
5,411,000	44,704,687	9,850,000	248,317,938	267,277,802

Fund Balance/Retained Earning Summary

Fund Balances during the past ten years the City of Chattanooga has seen a total net increase in its Fund Balances of \$81,575,969. This has been accomplished with the application of sound fiscal policies coupled with sound budget policies. While some fund classes have seen a decline in their Fund Balances, others have more than compensated for this decline. Fund Balances for the General and Enterprise Funds have increased while the Fund Balances for the Special Revenue Funds, Debt Service, Internal Service and Capital have decreased during this period.

The Fund Balance for the General Fund was \$28,285,707 in 1990. This dipped to a ten-year low of \$24,349,098 in 1994 but has grown steadily since to its current balance of \$35,572,566 at the close of FY00. This has been accomplished while lowering the City Property Tax during FY 98. Most of the Fund Balance build-up can be attributed to the City-only Sales Tax which the City started collecting in FY97.

The Special Revenues Fund Balances have decreased from a balance of \$11,483,620 in 1991 to a 2000 balance of \$8,878,082, or a \$2,605,538 decrease. The main reason for this decrease is that the City went out of the school business in 1997, turning its school system over to Hamilton County. A most significant drop in the balances can be seen in FY 98, but the Funds have begun a steady increase for the past two years.

Debt Service has had a drop in its Fund Balance during this period, too. This came about through the use of the Fund Balance to pay current year maturities and interest. Fund Balance had risen to a high of \$9,127,569 in FY96 and the decision was made to use the Fund Balance for maturity payments and capital-type requirements at that time.

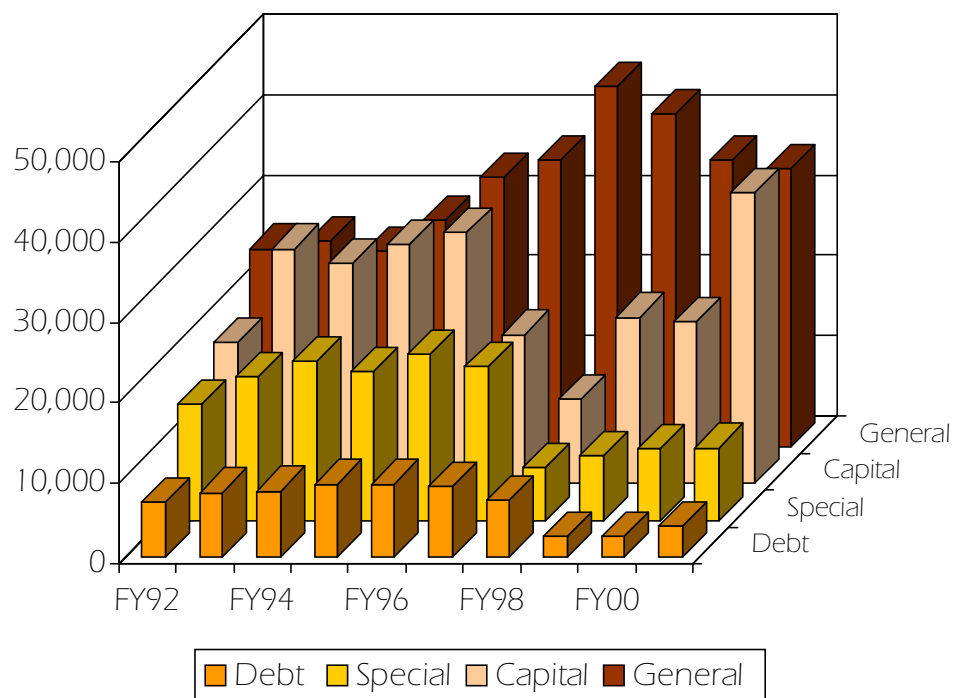
The Capital Funds Fund Balances have fluctuated most during this ten year period. Starting with a collective Fund Balance figure of \$22,378,055 in 1991, this fund class clearly shows the use of funds for infrastructure-like projects by the City, bringing the balance to (\$21,010,424) at the close of FY 00. A lot

of capital projects have been started with their funding to come from an upcoming general obligation bond sale.

The growth of the Retained Earnings within the Enterprises Funds has been most dramatic. Retained Earnings of \$52,049,804 in 1990 has more than tripled to a 2000 balance of \$153,490,790. During this ten year period the City came under federal mandated Storm Water laws which necessitated issuance of Storm Water bonds by the City during FY 95 and FY98. During this same year the City also had to issue Solid Waste/Sanitation Bonds due to State mandates concerning the City's landfill. During this time the Interceptor Sewer System has had a steady increase, also.

The Internal Service Funds started the ten year period with a balance of \$644,179 in 1990. At the end of 2000 this balance has decreased to \$67,570. This rise reflects the increased cost of maintaining the City's fleet of vehicles, which has grown considerably. The ten year high fund balance of \$2,141,279 reached at the end of 1997 has decreased to \$67,570 at the end of 2000. The City lowered its gas prices when this fund balance was achieved and made no adjustment when the wholesale price rose again, thus creating the drop in Retained Earnings.

The chart on the following page plots the year-to-year changes in Fund Balances for the governmental fund types in the City of Chattanooga.



City of Chattanooga, Tennessee

General Fund

Schedule of Revenues, Expenditures, and Changes in Fund Balance -
Budget and Actual on Budgetary Basis
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	Unaudited FY 00/01	Projected FY 01/02
FUND BALANCE at beginning of year	\$44,884,369	\$41,421,296	\$35,550,710	34,586,291
Revenues				
Taxes	86,865,736	88,174,648	90,999,348	108,538,241
Licenses and permits	5,593,174	6,102,055	6,133,506	6,582,730
Intergovernmental Revenues	43,123,167	46,018,818	40,197,687	40,846,591
Charges for Services	2,607,711	2,658,941	2,687,638	3,214,650
Fines, forfeitures and penalties	2,143,025	1,895,159	1,825,737	1,652,500
Interest Income	2,885,733	2,661,908	2,554,217	2,499,500
Sale of Property	0	0	86,367	100,000
Miscellaneous Revenues	8,315,596	9,483,654	8,971,901	3,970,177
Total Revenues	<u>\$151,534,142</u>	<u>\$156,995,183</u>	<u>\$153,456,401</u>	<u>\$167,404,389</u>
Expenditures				
General Government	30,849,148	32,553,654	24,381,054	61,280,041
Finance & Administration	5,342,297	5,483,458	5,487,561	9,046,996
Safety	43,839,762	48,904,731	51,075,709	56,532,985
Public Works	8,881,598	11,785,424	12,126,206	19,652,479
Parks & Recreation	10,944,930	11,990,701	11,948,065	13,157,578
General Services	16,555,748	17,481,429	18,155,847	0
Total Expenditures	<u>\$116,413,483</u>	<u>\$128,199,397</u>	<u>\$123,174,442</u>	<u>\$159,670,079</u>
Excess (deficiency) of revenues over expenditures	35,120,659	28,795,786	30,281,959	7,734,310
Other Financing Sources (Uses)				
Operating transfers in	142,831	29,260	146,256	1,405,734
Operating transfers out	(35,772,094)	(31,711,697)	(28,588,934)	(6,163,244)
Operating transfers from component units	24,663	0		
Operating transfers to component units	(3,263,819)	(3,299,934)	(2,770,276)	(2,976,800)
Change in accounting principle	0	0	391,568	0
Total other financing sources (uses)	<u>(38,868,419)</u>	<u>(34,982,371)</u>	<u>(30,821,386)</u>	<u>(7,734,310)</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(3,747,760)	(6,186,585)	(539,427)	0
Adjustment for encumbrances	<u>284,687</u>	<u>315,999</u>	<u>(424,992)</u>	<u>300,000</u>
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	<u>(3,463,073)</u>	<u>(5,870,586)</u>	<u>(964,419)</u>	<u>300,000</u>
FUND BALANCE at end of year	<u>\$41,421,296</u>	<u>\$35,550,710</u>	<u>\$34,586,291</u>	<u>\$34,886,291</u>

City of Chattanooga, Tennessee

Special Revenue Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance -
Budget and Actual on Budgetary Basis
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	unaudited FY 00/01	Projected FY 01/02
FUND BALANCE at beginning of year	6,621,617	\$8,126,314	7,997,784	9,058,186
Revenues				
Intergovernmental Revenues	17,111,581	15,939,783	16,067,588	15,899,959
Charges for Services	32,766	41,633	56,654	62,461
Interest Income	257,578	306,789	359,584	181,781
Miscellaneous Revenues	726,840	514,205	871,443	352,369
Total Revenues	<u>\$18,128,765</u>	<u>\$16,802,410</u>	<u>\$17,355,269</u>	<u>\$16,496,570</u>
Expenditures				
General Government	14,922,236	14,663,533	14,919,759	17,246,438
Safety	432,567	279,465	315,248	186,500
Public Works	3,936,740	4,170,221	4,574,663	4,350,000
General Services		72,000	144,204	0
Capital Outlay/Fixed Assets	1,435,429	1,519,883	680,377	418,094
Total Expenditures	<u>\$20,726,972</u>	<u>\$20,705,102</u>	<u>\$20,634,251</u>	<u>\$22,201,032</u>
Excess (deficiency) of revenues over expenditures	(2,598,207)	(3,902,692)	(3,278,982)	(5,704,462)
Other Financing Sources (Uses)				
Operating transfers in	4,178,382	3,774,162	3,997,867	4,242,366
Operating transfers out	0	0	0	300,000
Change in Accounting Principle			341,517	0
Total other financing sources (uses)	<u>4,178,382</u>	<u>3,774,162</u>	<u>4,339,384</u>	<u>4,542,366</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	1,580,175	(128,530)	1,060,402	(1,162,096)
Adjustment for encumbrances	<u>(75,478)</u>		<u>0</u>	<u>0</u>
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	1,504,697	(128,530)	1,060,402	(1,162,096)
FUND BALANCE at end of year	<u>\$8,126,314</u>	<u>\$7,997,784</u>	<u>\$9,058,186</u>	<u>\$7,896,090</u>

City of Chattanooga, Tennessee

Debt Service Fund

Schedule of Revenues, Expenditures, and Changes in Fund Balance -
Budget and Actual on Budgetary Basis
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	unaudited FY 00/01	Projected FY 01/02
FUND BALANCE at beginning of year	\$7,126,274	\$2,566,687	\$2,671,606	\$3,971,606
Revenues				
Hamilton County, Tennessee Funds	1,036,625	1,022,553	1,009,898	999,098
Other intergovernmental funds	0	0	0	0
Rental revenue (PIC)	216,545	216,836	536,888	216,545
Other	6,812	0	38,620	3,889
Total Revenues	1,259,982	1,239,389	1,585,406	1,219,532
Expenditures				
Principal retirement	4,852,826	4,750,143	4,226,180	4,658,954
Interest	2,612,840	2,467,820	2,287,383	5,298,375
Fiscal agent fees	12,182	14,473	8,607	10,000
Total Expenditures	7,477,848	7,232,436	6,522,170	9,967,329
Excess (deficiency) of revenues over expenditures	(6,217,866)	(5,993,047)	(4,936,764)	(8,747,797)
Other Financing Sources (Uses)				
Operating transfers in	1,658,279	6,097,966	6,236,764	8,964,342
Proceeds of refunding bonds	0	0	0	0
Payment of refunding bonds	0	0	0	0
Total other financing sources (uses)	1,658,279	6,097,966	6,236,764	8,964,342
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(4,559,587)	104,919	1,300,000	216,545
Adjustment for encumbrances	0	0	0	0
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(4,559,587)	104,919	1,300,000	216,545
FUND BALANCE at end of year	\$2,566,687	\$2,671,606	\$3,971,606	\$4,188,151

City of Chattanooga, Tennessee

Capital Funds

Schedule of Revenues, Expenditures, and Changes in Fund Balance -
Budget and Actual on Budgetary Basis
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	unaudited FY 00/01	Projected FY 01/02
FUND BALANCE at beginning of year	\$10,528,452	\$20,708,480	\$20,150,148	\$36,160,305
Revenues				
Intergovernmental Revenues	974,153	1,100,758	1,607,028	1,000,000
Interest Income	115,509	58,395	303,333	100,000
Donations	3,557,273	724,321	0	0
Miscellaneous Revenues	614,945	2,324,340	332,254	500,000
Total Revenues	\$5,261,880	\$4,207,814	\$2,242,615	\$1,600,000
Expenditures				
General Government	5,920,388	4,985,253	13,136,822	20,000,000
Finance & Administration	217,681	95,346	175,522	750,000
Safety	3,832,183	3,704,938	5,905,649	5,000,000
Public Works	8,038,932	6,728,280	9,210,815	7,300,000
Parks, Recreation, Arts & Culture	2,021,400	4,436,852	10,089,365	6,000,000
General Services	333,950	2,085,606	220,957	0
Total Expenditures	\$20,364,534	\$22,036,275	\$38,739,130	\$39,050,000
Excess (deficiency) of revenues over expenditures	(15,102,654)	(17,828,461)	(36,496,515)	(37,450,000)
Other Financing Sources (Uses)				
Operating transfers in	24,486,210	16,719,828	11,602,687	16,000,000
Operating transfers out	(137,242)	(391,392)	(173,014)	0
Bond/Note Proceeds	933,714	941,693	41,076,999	25,000,000
Total other financing sources (uses)	25,282,682	17,270,129	52,506,672	41,000,000
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	10,180,028	(558,332)	16,010,157	3,550,000
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	10,180,028	(558,332)	16,010,157	3,550,000
FUND BALANCE at end of year	\$20,708,480	\$20,150,148	\$36,160,305	\$39,710,305

City of Chattanooga, Tennessee

Fiduciary Funds

Combining Statement of Revenues, Expenditures and
Changes in Fund Balances
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	Unaudited FY 00/01	Projected FY 01/02
REVENUES				
Intergovernmental	5,417,502	5,455,196	4,618,316	6,413,969
Interest Income	266,080	213,008	267,221	237,377
Miscellaneous	1,163,982	1,065,336	1,143,488	928,477
Total Revenues	6,847,564	6,733,540	6,029,025	7,579,823
EXPENDITURES				
Finance & Administration	17,236	2,000	1,655	1,600
Community Development Projects	6,098,691	6,010,850	5,590,922	6,903,562
Bad Debt Expense	0	0	0	0
Total Expenditures	6,115,927	6,012,850	5,592,577	6,905,162
Excess (deficiency) of Revenues over (under) Expenditures	731,637	720,690	436,448	674,661
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	0	0	0	0
Operating Transfers Out	(791,666)	(891,541)	(339,765)	(967,472)
Total Other Financing Sources (Uses)	(791,666)	(891,541)	(339,765)	(967,472)
Excess (deficiency) of Revenues and Other Financing Sources Over (under) Expenditures and Other Financing Uses	(60,029)	(170,851)	96,683	(292,811)
FUND BALANCE at Beginning of Year	3,888,030	3,773,001	3,602,150	3,698,833
FUND BALANCE at End of Year	\$3,773,001	\$3,602,150	\$3,698,833	\$3,406,022

City of Chattanooga, Tennessee

Enterprise Fund

Combining Statement of Revenues, Expenses and
Changes in Retained Earnings
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	Unaudited FY 00/01	Projected FY 01/02
REVENUES				
Customer Charges	43,577,661	42,306,163	40,745,109	38,011,907
Other	409	16,896	581,062	86,000
Total Revenues	43,578,070	42,323,059	41,326,171	38,097,907
OPERATING EXPENSES				
Sewer Plant Operation	12,822,085	15,127,782	17,449,765	18,361,105
Solid Waste Operation	8,380,110	9,716,228	11,066,367	5,014,397
Storm Water Operation	2,314,102	2,576,540	2,179,274	3,644,520
Depreciation and Amortization	9,063,102	10,053,882	11,064,532	12,000,000
Closure/Postclosure Costs	470,994	2,491,549	2,913,835	3,000,000
Other	62,147	97,183	178,698	0
Total Operating Expenses	33,112,540	40,063,164	44,852,471	42,020,022
OPERATING INCOME (LOSS)	10,465,530	2,259,895	(3,526,300)	(3,922,115)
NONOPERATING REVENUES (EXPENSES)				
Interest Income	6,338,007	4,713,600	3,571,644	1,146,539
Interest Expense	(8,893,689)	(7,893,176)	(8,661,688)	(8,996,378)
Other Income (expense)	174,259	315,304	74,673	0
Total Nonoperating Rev. (Exp.)	(2,381,423)	(2,864,272)	(5,015,371)	(7,849,839)
INCOME (LOSS) BEFORE OPERATING TRANSFERS	8,084,107	(604,377)	(8,541,671)	(11,771,954)
Operating Transfers In	6,235,300	7,802,641	7,118,139	5,843,244
Operating Transfers Out	0	(1,429,227)	0	0
NET INCOME (LOSS) BEFORE EXTRAORDINARY LOSS	14,319,407	5,769,037	(1,423,532)	(5,928,710)
Extraordinary loss on disposal of treatment plant	0	0	(1,948,410)	0
NET INCOME (LOSS)	14,319,407	5,769,037	(3,371,942)	(5,928,710)
Amortization of Contributed Capital	2,644,493	2,648,106	2,618,265	2,700,000
RETAINED EARNINGS (DEFICIT)				
Beginning	116,194,856	133,158,756	141,575,899	140,822,222
RETAINED EARNINGS (DEFICIT) Ending	133,158,756	141,575,899	140,822,222	137,593,512

City of Chattanooga, Tennessee

Internal Service Funds

Schedule of Revenues, Expenditures, and Changes in Retained Earnings
Budget and Actual on Budgetary Basis
Year Ended June 30, 1999 - 2002

	FY 98/99	FY 99/00	unaudited FY 00/01	Projected FY 01/02
Retained Earnings at beginning of year	\$1,808,756	\$1,234,572	\$766,178	\$749,783
Revenues				
Billings to Departments	7,306,712	7,863,609	9,335,430	9,845,500
Other	42,554	42,689	4,058	4,500
Total Revenues	<u>\$7,349,266</u>	<u>\$7,906,298</u>	<u>\$9,339,488</u>	<u>\$9,850,000</u>
Expenditures				
Repairs & Maintenance - Amnicola	2,684,342	2,954,462	3,109,836	3,200,000
Repairs & Maintenance - 12th St	3,202,369	3,603,897	3,786,995	3,800,000
Operations - Amnicola	265,368	392,507	454,336	600,000
Operations - 12th St	501,218	819,984	1,062,299	1,400,000
Judgments & Costs	123,614	(216,482)	573,068	401,056
Claims & Tort Liabilities	164,292	191,252	199,322	247,444
Special Counsel	548,549	629,072	170,027	201,500
Total Expenditures	<u>\$7,489,752</u>	<u>\$8,374,692</u>	<u>\$9,355,883</u>	<u>\$9,850,000</u>
Excess (deficiency) of revenues over expenditures	(140,486)	(468,394)	(16,395)	0
Other Financing Sources (Uses)				
Operating transfers in	0	0	0	
Operating transfers out	0	0	0	
Bond Proceeds				
Total other financing sources (uses)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses - (budgetary basis)	(140,486)	(468,394)	(16,395)	0
Adjustment for encumbrances				
Excess of revenues and other financing sources over (under) expenditures and other financing uses - (GAAP basis)	(140,486)	(468,394)	(16,395)	0
Restatement for Compensated Absences	(433,698)			
Retained Earnings at end of year	<u>\$1,234,572</u>	<u>\$766,178</u>	<u>\$749,783</u>	<u>\$749,783</u>

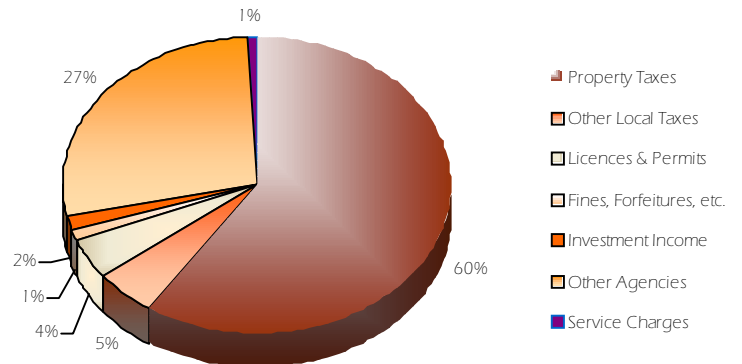
Fund Structure

The General Fund accounts for all financial resources applicable to the general operations of city government which are not properly accounted for in another fund. This fund is the only unrestricted fund of a government unit. The basis of budgeting is the modified accrual. As of June 30, 2001 the budgeted revenue was \$133,810,615 plus \$2,793,200 of revenue from fund balance and budgeted expenses were \$132,015,086. On an actual budgetary basis revenue was \$133,427,322 which includes the appropriation from fund balance and expenses actual was \$131,814,374. In FY 2002 the budget revenue and expenses are \$144,594,307.

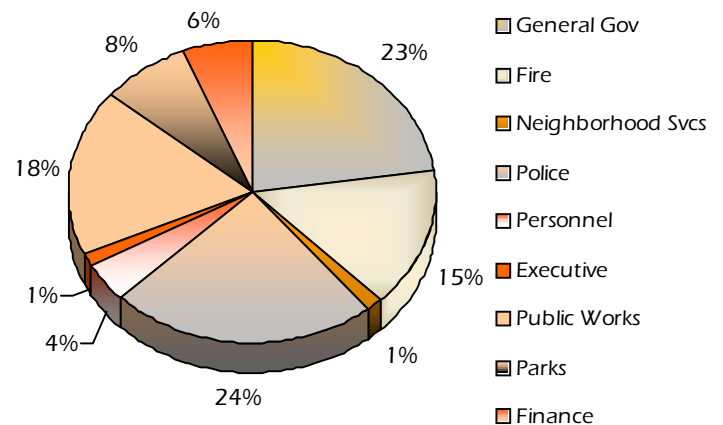
The major revenues of the general fund include: property taxes; other local taxes; licenses, permits, etc.; fines, forfeitures, and penalties; investment income; revenue from other agencies; and services charges. Departments of the General Fund include:

General Government & Agencies
 Finance & Administration
 Police
 Fire
 Public Works
 Parks, Recreation, Arts, & Culture
 Personnel
 Neighborhood Services
 Executive Branch

Revenues 2002



Appropriations 2002



Fund Revenue Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Actual FY98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 00/02
General Fund:						
Property Taxes	63,927	64,263	66,601	83,637	17,036	25.6%
Other Local Taxes	6,752	7,074	6,925	7,306	381	5.5%
Licenses, Permits, Etc.	4,871	5,433	5,146	5,983	837	16.3%
Fines, Forfeitures & Penalties	1,816	1,862	1,741	1,653	(88)	-5.1%
Investment Income	3,069	2,810	2,959	2,495	(464)	-15.7%
Revenue from Other Agencies	34,632	37,702	39,394	38,645	(749)	-1.9%
Service Charges	6,034	8,680	8,251	4,874	(3,377)	-40.9%
<i>Total General Fund</i>	121,101	127,824	131,017	144,593	13,576	10.4%

Revenues

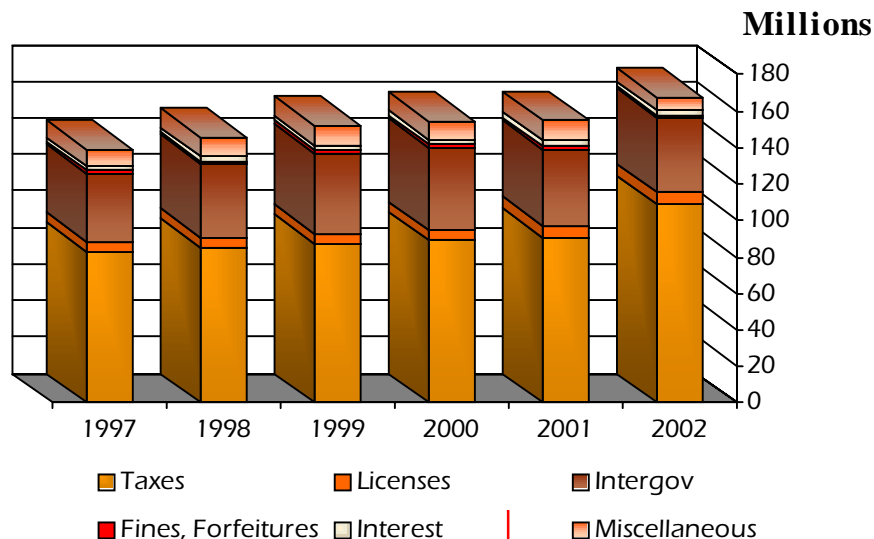
The proposed Budget for FY 2002 shows an increase in Estimated Revenues of \$10,783,692 or 7.5% when compared to FY 01 Estimated Revenues. This increase in Estimated Revenues for FY 2002 can be attributed to several factors, there is an estimated \$17.0 mil increase in Property Taxes due to increased assessments of property and overall growth plus a tax increase of \$0.48; County Wide sales tax is estimated to decrease \$.5 mil; State Income Tax is estimated to increase by a minimal \$73K; the Comcast Cable franchise will increase by \$79,000 based upon their contract with the City; Gross Receipts is expected to continue its trend upward and produce an additional \$300,000 in FY 2002; and the State Sales Tax is expected to generate an additional

\$682,988 for the City in FY 2002. During the FY02 budget process, a review was given to several current fees to determine whether the charge was reasonable. It was found many charges for services had not been increased in many years. The FY02 budget includes \$921,216 of potential new revenue.

Historically, from 1997 thru 2002, the General Fund Revenues increased by 20.6%, \$28,635,852. The single largest increase was due to taxes, which showed an increase of \$25,307,059 or 30.4%.

The chart shows the General Fund Revenues by Source for the fiscal years 1997 thru 2002.

General Fund Revenues by Source



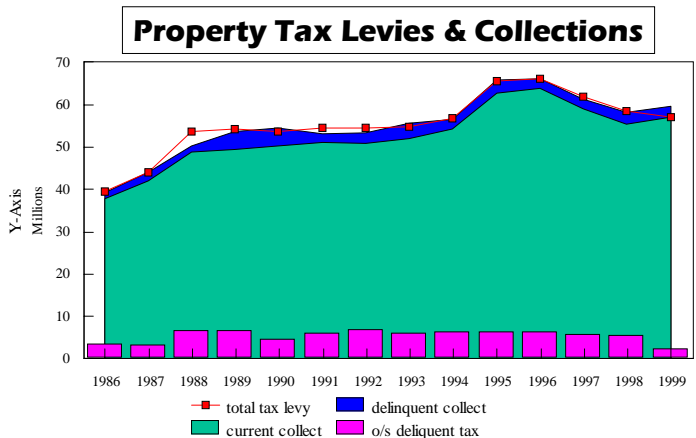
Property Taxes

FY 2002 Estimate :	\$83,637,449
% of General Fund:	57.84%
Growth From FY 01:	17,036,137
% Change:	25.6%

In the Property tax category, Current Property Taxes Real remains the top source of funds for the City of Chattanooga, with the FY 2002 estimate of \$76,868,672 representing 53.2% of the total General Fund Budget. The property tax rate in the City has been dropped considerably since 1995 when it was \$2.98 per \$100.00 assessed valuation. However, the tax rate in the budget for FY 2002 is \$2.516 per \$100.00 assessed valuation. Revenues produced in 1996 with this \$2.98 tax rate amounted to \$65,915,783 while the estimate for FY 2002 is \$76,868,672, an increase of \$10,952,889, or 16.6%. This may appear to paint a dark picture until you look at assessments for the same period. Assessments for 1995 were \$2,198,869,948. This figure had risen to \$2,570,955,798 by 2000, an increase of \$372,085,850 a 16.9% increase. This is indeed good news for Chattanooga. The assessments for FY 2000 would have been higher but for a reduction due to the 1999 Appraisal Ratio Study for Hamilton County in compliance with State law TCA 67-5-1601 through 1606. This study resulted in the City having to apply an overall median ratio of 0.8846% to the assessments for Personalty Taxes and the Public Service Commission. The final result was a reduction in assessments of \$65,837,309. However, given the increase in assessments for FY 2001, the City has increased its estimate accordingly. Based on the City's economic climate, this trend is expected to continue.

Real property, which includes commercial and industrial property, is assessed at 40% while residential and farms are assessed at 25% of the estimated actual value. Personal property is assessed at 30% of the estimated actual value. The Public Utilities assessments are made by the State of Tennessee for all counties and cities in the state. The property taxes levied on taxable assessed valuation in the City are billed by the City on October 1st of each year and are due without penalty by the last day of February of the following year. For failure to pay the tax bill by the due date, a penalty of 1/2 of 1% and interest of 1/2 of 1% is added on the first of March and each month thereafter until the tax bill is

paid. If a tax bill continues to be unpaid through June of such following year, it is turned over to a Delinquent Tax Attorney to be filed in the Clerk and Master's office of Chancery Court on July 1 of such year for collection. An additional fee of 10% is charged representing a 5% attorney's collection fee and a 5% City General Fund fee. Property is subject to a tax sale once taxes are delinquent for three years.



Above is a graphical outlook of Property Tax Levies and Collections for the last ten years. Not included in the totals are PILOT received from the EPB and certain other entities within the City.

Taxes levied for the EPB in fiscal year 1989 were reduced to adjust for a change in law that occurred in fiscal year 1988. The change in law changed the EPB PILOT as previously set forth in the City of Chattanooga charter to the provision as set forth in the Tennessee Code Annotated 5-52-301 to 7-52-310, known as the Municipal Electric System Tax Equivalent Law of 1987. The \$2,296,692 is the minimum levy for the EPB based pursuant to a new formula specified in the 1987 Law based on a revenue floor of \$5,635,434. This revenue floor was exceeded in fiscal year 1994 resulting in a calculation which generated less PILOT collection for the City. The estimate to be received from Electric Power Board for FY 2001 is \$2,273,128.

Historically property taxes have decreased by \$8,201,287, or 12.5%, from FY 95 through FY 99. While collections have decreased there has been a steady climb in the assessments during this period. This category includes *current property taxes*, *In-lieu of taxes*, and *penalty charges*. From 1992 to present current property taxes have funded an average of 31%

of the general fund's expenses. This percentage has remained relatively constant even while the City went through a reappraisal of property requiring a new State Certified Tax Rate in August, 1993 and 1997. Tax rates per \$100 of assessed valuation during this period were as follows:

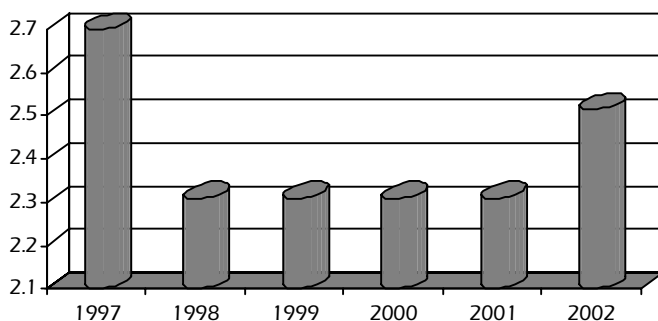
1995	2.98	City Tax Increase
1996	2.98	
1997	2.70	Property Reappraisal
1998	2.31	City Tax Decrease
1999	2.31	
2000	2.31	
2001	2.31	
2002	2.516	City Tax Increase

The 1995 increase in tax rates from \$2.62 to \$2.98 was the first tax increase imposed by the City since 1987 and was imposed primarily to provide funds for capital purposes. In FY02, a reappraisal year, the new certified tax rate was \$2.036. A property tax increase of \$0.48 was proposed and approved increasing the rate to \$2.516. A one penny increase produces additional income of \$305,321. Current City policy for budgeting is to estimate a collection for 95% of the estimated property tax.

Payments In Lieu of Taxes. Through a series of tax incentives and agreements the City receives sizeable In Lieu of Tax payments each year. The largest is received from the Electric Power Board of Chattanooga, a separate administrative agency of city government. Other major In-Lieu of payments received include: Tennessee Valley Authority, Burner Systems, Metals, USA, Southern Champion Tray, Sofix, Chattanooga Neighborhood Enterprise, E.I. Dupont, Regis Corp., Pavestone Co. and Messer Griesheim Industries. The collection of In Lieu of Taxes accounts for approximately three percent (3%) of the operating budget each year.

Property Taxes

Tax rates per \$100 of Assessed Valuation



Other Local Taxes:

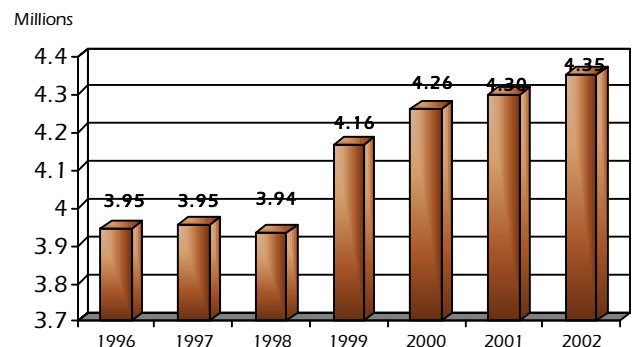
FY 2002 Estimate :	\$7,305,950
% of General Fund:	5.1%
Growth From FY 01:	380,950
% Change:	5.5%

Wholesale Beer Tax

FY 2002 Estimate:	\$4,350,000
% of General Fund:	3.0%
Growth From FY 00 :	250,000
% Change:	6.1%

The Wholesale Beer Tax is a steady source of revenue to the City. The 17% tax is authorized by the State of Tennessee and is based on wholesalers' sales to retailers in the city. The collection from this source represents an average of 3% of General Funds revenues thru the years. The average growth in these collection is also about 2%, although this has appeared flat in growth from FY 96 thru FY 98. However, the trend picked up in FY 99 with an increase of over 5.8% however we expect limited growth in FY2002. Revenue estimates for these collections are based on these known growth factors.

Wholesale Beer Tax



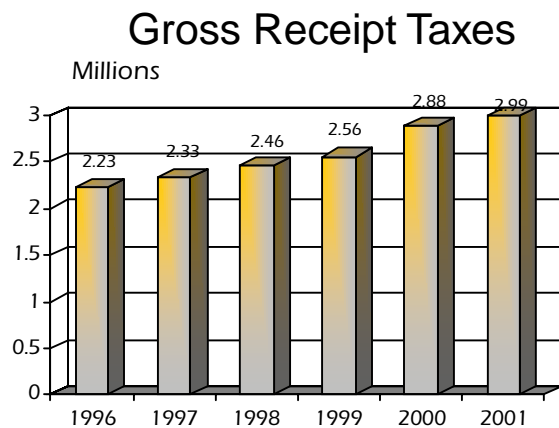
Licenses, Permits, Etc.:

FY 2002 Estimate :	\$5,999,348
% of General Fund:	4.1%
Growth From FY 01:	853,748
% Change:	16.6%

Gross Receipts Taxes

FY 2002 Estimate :	\$3,100,000
% of General Fund:	2.1%
Growth from FY 01:	300,000
% Change:	10.7%

Even though Gross Receipts Taxes are a steady source in the General Fund, they represent only 2% of total collections each year. The trend over the past five years reveals the growth of this collection has varied between 4% and 8%, as shown in the chart. For this reason the estimate for FY 2002 was a slight increase of 10.7% over the FY 01 budget amount.



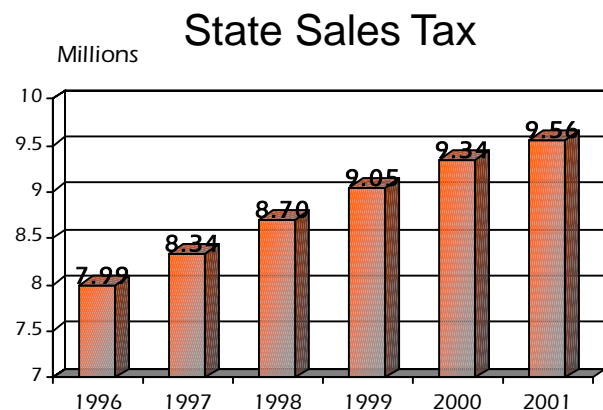
Revenue from Other Agencies:

FY 2002 Estimate :	\$38,645,223
% of General Fund:	26.7%
Decline From FY 01:	(749,552)
% Change:	(1.9)%

City Allocation State Sales Tax

FY 2002 Estimate:	\$10,400,000
% of General Fund :	7.2%
Growth From FY 00:	682,988
% Change:	7.0%

The State of Tennessee imposes a 6% tax on sales. Under TCA 67-6-103(3)(A), around 4.5% to 4.75% is returned to all municipalities. This distribution is based on a population figure from the latest certified census. The City of Chattanooga has a certified population of 155,554 and its per capita amount for Fiscal Year 2002 is \$66.87, a 4.93% increase over Fiscal Year 2001 when the amount was \$63.73. State Sales Tax revenue increased by 8.6% for FY 94 to FY 95. Since FY 95 it has increased by a steady 4.4% per year. With this trend expected to continue the City has estimated a 7.0% increase for FY 2002.



County-Wide Sales Taxes

FY 2002 Estimate : \$21,527,000
% of General Fund: 14.9%
Growth From FY 01: (545,000)
% Change: (1.0)%

The County Wide Sales Tax, or Local Option Sales Tax, is another principal source of revenue for the City. In accordance with the 1993 Local Option Revenue Act Title 67, Chapter 6, Part 7 of the Tennessee Code Annotated, as amended, the City and County have adopted a Local Option Sales Tax. The City of Chattanooga and Hamilton County levied a county-wide 1 3/4 cent Local Option Sales Tax which was adopted by referendum by the citizens of the City and the County.

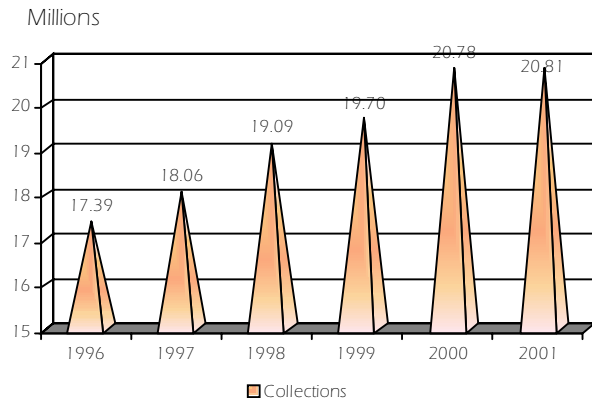
In August, 1996, with the school merger and economic development needs on the horizon, the City Council presented to the voters of Chattanooga a plan to give assistance to both issues. A plan was presented to the voters requesting a one-half of one-percent (1/2 of 1%) increase in the Local Option Sales Tax, to be levied against the City only. The additional revenues generated by this tax rate increase would be split evenly between the appropriation to the Education system and the capital improvements appropriation. This plan also called for a \$0.28 property tax rate decrease, if approved. This Local Option Sales Tax increase was approved in the August vote and the increased revenues, estimated to be \$13,000,000, is reflected in the FY 98 budget. This amount has risen to \$17,594,842 for FY 2002.

The revenues from the county-wide sales tax are distributed pursuant to the provisions of the Act and other provisions of the Tennessee Code Annotated. Fifty percent of the revenues raised through a county wide sales tax are directed to education based upon the average daily attendance of each school system therein. The remaining portion is distributed to the County and the municipalities therein based upon an agreed formula.

City revenues from the County-Wide Sales Tax were \$17,388,948 in FY 96. Collections in FY 01 amounted to \$20,814,515, a 19.7% increase over the six-year period. The collections have increased from a high of 8.1% in FY 95 to a low of 3.2% in FY 99. The City expects a 6.2% increase during FY 2001.

The County-wide sales tax represents 14.9% of the total General Fund revenues for FY 2002.

County-Wide Sales Tax



Fund Expenditure Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Actual FY98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 00/02
General Fund:						
General Government & Agencies	25,600	31,762	26,591	32,979	6,388	24.0%
Department of Finance & Administration	5,319	5,483	5,962	8,959	2,997	50.3%
Department of Police	23,627	28,272	29,010	33,997	4,987	17.2%
Department of Fire	18,258	19,031	19,357	21,809	2,452	12.7%
Department of Public Works	15,047	18,059	19,531	25,816	6,285	32.2%
Department of Recreation, Arts & Culture	9,099	9,747	10,445	11,204	759	7.3%
Department of General Services	13,919	16,970	17,471	-	(17,471)	N/A
Department of Personnel	804	865	1,036	6,407	5,371	518.4%
Department of Neighborhood Services	848	1,622	1,614	1,797	183	11.3%
Executive Branch	-	-	-	1,625	1,625	N/A
<i>Total General Fund</i>	<i>112,521</i>	<i>131,811</i>	<i>131,017</i>	<i>144,593</i>	<i>13,576</i>	<i>10.4%</i>

Expenses

General Government & Agencies

FY 2002 Appropriation: **\$32,978,645**
% of General Fund: **22.8%**
Increase From FY 01: **6,387,400**
% Change: **24.0%**

General Government is the area where all appropriations to other funds, joint-funded and outside agencies are accounted. These appropriations can vary from year to year based on outside agency requests or budget meeting decisions reached during the joint meeting with the County Commission.

Primary major expenses in the General Government area year-to-year are:

Carta Subsidy
FY 2002 Appropriation : **\$2,976,800**
Increase From FY 01: **206,524**
% Change: **7.5%**

The City finances part of the Chattanooga Area Regional Transportation Authority's operating loss - this is a great benefit to the citizens of the city. The CARTA appropriation of \$2,976,800 enables them to provide additional services to those citizens using bus service as their only means of transportation to work, school, shopping, etc. The City funding increased for FY2002 due to CARTA receiving a MPO Grant for \$800,000 and the additional call for services.

Carter Street Corporation Lease Agreement
FY 2002 Appropriation: **\$1,426,542**
Decrease From FY 01: **(1,385)**
% Change: **0%**

This appropriation of \$1,426,542 represents the City of Chattanooga's two-thirds share of the retirement of bonds sold for the construction of the Chattanooga-Hamilton County Convention and Trade Center.

Chattanooga-Hamilton County Bicentennial Library
FY 2002 Appropriation: **\$2,405,725**
Growth From FY 01: **175,463**
% Change: **7.9%**

The City funds on an equal basis with the County the cost of the public library system.

Chattanooga Neighborhood Enterprises
FY 2002 Appropriation: **\$2,000,000**
Growth From FY 01: **-0-**
% Change: **0.0%**

This is an ongoing appropriation for a commitment the City made eleven years ago to upgrade housing in Chattanooga.

Debt Service Fund
FY 2002 Appropriation: **\$8,964,342**
Growth From FY 01: **2,5399,25**
% Change: **39.5%**

Funds are provided for appropriation to the Debt Service Fund for payment of current interest and principal on the City's outstanding General Fund debt. Debt Service Fund appropriation for FY 99 was reduced to provide funds for capital improvements. The fund balance of the Debt Service Fund was used to help pay the obligations for FY 99, thus the large increase for FY 2000. The FY2002 budget includes obligation as a result of the 2001 issue to cover the FY99, FY00 and FY01 capital budgets. Also included is the potential debt service on \$15,000,000 new bonds to fund a portion of the FY02 capital budget.

Renewal & Replacement Fund	
FY 2002 Appropriation:	\$1,500,000
Increase From FY 01:	-0-
% Change:	0.0%

Funds are provided here to be distributed to the various departments for use in replacing equipment. Because of the lack of necessary funding in prior years, in many instances department are operating with old and outdated equipment. The appropriation of \$1,500,000 will provide some relief in these areas.

Department of Finance & Administration

FY 2002 Appropriation :	\$8,958,996
% of General Fund:	6.2%
Growth From FY 01:	2,996,864
% Change:	50.3%

This department oversees all aspects of the City's financial program. These functions include the Finance Office, Information Services, City Treasurer, Telecommunication costs, and City Court Clerk. During the reorganization in FY02, several functions from the discontinued General Services department were transferred to Finance. These functions include Purchasing, Real Estate, Building Maintenance and Radio Shop. The major expenses for this department are personnel costs, information service's hardware and software maintenance costs, and basic telecommunication support not charged directly to the departments. Also new in FY02 is the Geographic Information Services (GIS) function .

The projected increase for FY 2002 of \$2,996,864 includes funds for an average 3.5% for employees within the City's pay plan. Increases were Finance & Administration \$76,580, Treasurer's Office (\$12,702), City Court Clerk \$60,761, Information Services (\$1,048), and Telephone System (\$259,955). Funds are included in the Telephone System budget for a shift of responsibility of the telecommunication system to in-house versus an outside consultant.

Department of Police

FY 2002 Appropriation:	\$33,997,377
% of General Fund:	23.5%
Growth From FY 01:	4,987,540
% Change:	17.2%

The Department of Safety was reorganized by Mayor Kinsey in 1997. The Department of Police and the Department of Fire were separated into two separate departments.

The projected increase of \$4,987,540 includes funding for 11 police officer positions previously funded with HUD grant dollars. Funds are included for an average of 3.5% increase. The city's Fire & Police Pension obligation was increase from 8.14% to 12.24%. Also included is a contract with the Hamilton County Humane Society to house animals for the City pending completion of the City's new Animal Services Complex.

Department of Fire

FY 2002 Appropriation:	\$21,809,608
% of General Fund:	14.8%
Growth From FY 01:	2,452,391
% Change:	12.7%

The projected increase includes funds for employees step increases and the corresponding fringe benefits, including the increase to the F&P Pension fund from 8.14% to 12.24%.

Department of Public Works

FY 2002 Appropriation:	\$25,815,723
% of General Fund:	17.9%
Growth from FY 01:	6,284,913
% Change:	32.2%

The Department of Public Works General Fund operations has remained fairly stable over the past several years. This is due primarily to the shifting of functions to newly created funds, such as the Storm Water Fund and the Solid Waste/Sanitation Fund. Increased appropriations in this department represent personnel pay increases and increased motor vehicle maintenance. The largest expense associated with this department is the appropriation to the Solid Waste/Sanitation Fund, which decreased \$1,148,426 from \$6,307,718 to \$5,159,292. In FY02 during the Mayor's reorganization, the waste pickup function of Brush and Garbage was shifted from the Solid Waste/Sanitation fund back to General Fund. The total budget for these two functions equal \$5,417,796 thus accounting for the largest portion of the departmental increase. Also transferred to this department was the Forestry function from Parks, Recreation, Arts, & Culture.

Department Of Parks, Recreation, Arts, and Culture

FY 2002 Appropriation :	\$11,204,573
% of General Fund:	7.7%
Growth From FY 01:	759,353
% Change:	7.4%

The projected increase of \$759,353 in the Department of Parks, Recreation, Arts, and Culture includes funds for step increases in the City's pay plan and the corresponding fringe benefits. Also included are the costs associated with the new Champions Club Tennis Complex which has 21 courts and a 6,000 square foot clubhouse. The budget for the Champions Club is \$165,423.

Department of General Services

FY 2002 Appropriation:	\$0
% of General Fund:	0%
Decrease From FY 01:	\$17,470,960
% Change:	(100.0)%

The Department of General Services was phased out during a reorganization with all past functions being moved to various other departments such as Finance, Personnel and the Executive Branch.

Department of Personnel

FY 2002 Appropriation:	\$6,406,859
% of General Fund :	4.4%
Growth From FY 01:	5,370,407
% Change:	518.2%

Major expenditures in this area represent personnel costs and occasional updates of personnel testing materials. In FY02, all health insurance related cost were transferred from General Services.

The projected increase of \$5,370,407 for FY 2002 is due to budgeting for the Fire Department in service exam, a consulting contract for an ongoing personnel study and employee step increases, the corresponding fringe benefits and the city's portion of employee/ retiree health insurance.

Department of Neighborhood Services

FY 2002 Appropriation :	\$1,797,185
% of General Fund:	1.2%
Growth From FY 01:	183,643
% Change:	11.4%

Formerly the Department of Equal Employment Opportunity, this was one of the smaller departments in our city government. Since FY98, many changes have occurred that significantly increased the functions and visibility of this department. During the previous administration, Better Housing functions were transferred from Public Works and Human Rights functions from General Government, thus creating the Department of Neighborhood Services.

The increase of \$183,643 reflects pay increases and continued effort to promote Neighborhood Growth within Chattanooga. To ensure this focus, the Human Rights & Relations function was transferred to the Executive Branch in the FY 02 Mayor's reorganization. This idea is to redirect their focus from serving the masses of 150 neighborhood associations and primarily focus their efforts in a way which would still support all, but vigorously target the community's fifteen (15) most distressed neighborhoods. As a result of new initiative, four new positions were granted.

Executive Branch

FY 2002 Appropriation:	\$1,625,341
% of General Fund:	1.1%
Growth From FY 01:	N/A (new)
% Change:	N/A (new)

The Executive Branch is new in FY02. This was established for functions in which the Mayor's office desired more direct control or input. This branch includes the Mayor's Office, Internal Audit, Community Development, Human Rights, and Grants Administration.

General Fund Revenues

Fiscal Years 1999 - 2002

Revenue Source	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Property Taxes:							
Current Property Taxes Real	57,195,257	57,965,382	59,835,000	76,868,672	17,033,672	28.5%	53.16%
Interest & Penalty - Current Year	70,678	57,441	5,000	50,000	45,000	900.0%	0.03%
Interest & Penalty - Prior Year	228,328	159,742	200,000	185,000	(15,000)	-7.5%	0.13%
Prior Year Real & Personal Taxes	2,553,995	1,943,336	2,300,000	2,300,000	0	0.0%	1.59%
City Fee- Collection of Delinquent Tax	106,573	91,765	100,000	100,000	0	0.0%	0.07%
Corporate Excise Tax-State	253,643	154,033	155,000	72,000	(83,000)	-53.5%	0.05%
Collections - In Lieu of Taxes	3,518,960	3,890,829	4,006,312	4,061,777	55,465	1.4%	2.81%
Total Property Tax	\$63,927,434	\$64,262,528	\$66,601,312	\$83,637,449	17,036,137	25.6%	57.84%
Other Local Taxes:							
Franchise Taxes-Chatt Gas	276,250	283,750	285,000	298,750	13,750	4.8%	0.21%
Franchise Taxes - CCTV	1,097,988	1,161,290	1,210,000	1,289,000	79,000	6.5%	0.89%
Liquor Taxes	1,208,956	1,365,306	1,325,000	1,365,000	40,000	3.0%	0.94%
Beer Taxes	4,163,963	4,260,191	4,100,000	4,350,000	250,000	6.1%	3.01%
Local Litigation Taxes	5,288	3,508	5,000	3,200	(1,800)	-36.0%	0.00%
Total Other Local Taxes	\$6,752,445	\$7,074,045	\$6,925,000	\$7,305,950	380,950	5.5%	5.05%
Licenses, Permits, Etc.:							
Motor Vehicle License	333,945	422,485	375,000	380,000	5,000	1.3%	0.26%
Parking Meters	517,796	470,083	460,000	454,590	(5,410)	-1.2%	0.31%
Business License excluding Liquor	121,088	123,063	120,000	120,000	0	0.0%	0.08%
Gross Receipts Tax	2,556,344	2,883,767	2,800,000	3,100,000	300,000	10.7%	2.14%
Building Permits	412,836	472,128	420,000	642,000	222,000	52.9%	0.44%
Other Licenses, Permits, Fees	928,714	1,061,540	970,600	1,286,878	316,278	32.6%	0.89%
Total Licenses & Permits	\$4,870,723	\$5,433,066	\$5,145,600	\$5,983,468	\$837,868	16.3%	4.14%
Fines, Forfeitures, & Penalties:							
City Court Fines	984,099	1,114,392	983,000	1,054,500	71,500	7.3%	0.73%
Criminal Court Fines	247,464	228,994	235,000	180,000	(55,000)	-23.4%	0.12%
Parking Ticket Fines	584,795	459,531	523,000	418,000	(105,000)	-20.1%	0.29%
Other Fines Forfeitures, & Penalties	0	59,406	0	0	0	N/A	0.00%
Total Fines, Forfeitures, & Penalties	\$1,816,358	\$1,862,323	\$1,741,000	\$1,652,500	(\$88,500)	-5.1%	1.14%
Investment Income:							
Interest on Investments	2,882,889	2,661,905	2,800,000	2,400,000	(400,000)	-14.3%	1.66%
Land & Bldg. Rents	171,769	123,752	135,000	70,000	(65,000)	-48.1%	0.05%
Telephone Commission	1,376	763	1,000	100	(900)	-90.0%	0.00%
Dock Rental	12,510	23,640	22,600	25,000	2,400	10.6%	0.02%
Total Investment Income	\$3,068,544	\$2,810,060	\$2,958,600	\$2,495,100	(\$463,500)	-15.7%	1.73%

General Fund Revenues

Fiscal Years 1999 - 2002

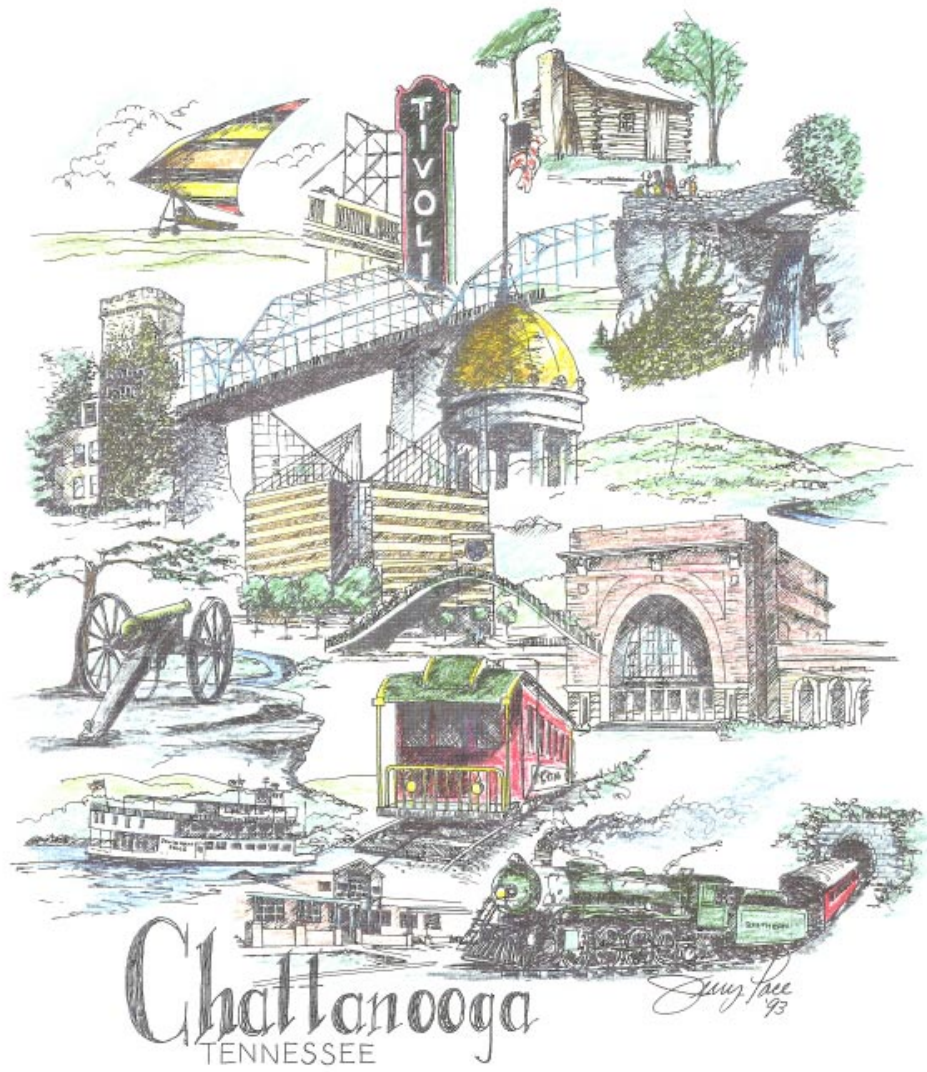
Revenue Source	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Revenue From Other Agencies:							
County wide Sales Tax - General Fu	19,698,478	20,777,740	22,072,000	21,527,000	(545,000)	-2.5%	14.89%
State Beer Tax	76,577	78,601	78,600	65,000	(13,600)	-17.3%	0.04%
Hall Income Tax	2,540,605	2,976,411	2,976,411	3,050,000	73,589	2.5%	2.11%
State Sales Tax	9,048,518	9,343,042	9,717,012	10,400,000	682,988	7.0%	7.19%
State Mixed Drink Tax	1,025,918	1,099,208	1,150,000	1,246,000	96,000	8.3%	0.86%
State Gas Inspection Fees	374,801	367,013	375,000	359,000	(16,000)	-4.3%	0.25%
State Maintenance of Streets	109,831	81,068	100,000	110,000	10,000	10.0%	0.08%
State Alcohol Beverage Tax	80,734	113,961	68,000	65,000	(3,000)	-4.4%	0.04%
State DOT - TVRM	0	0	73,600	0	(73,600)	-100.0%	0.00%
TVA Impact Funds	28,280	0	28,000	0	(28,000)	-100.0%	0.00%
State - School Resource Officers	0	0	70,000	0	(70,000)	-100.0%	0.00%
State - Special Training Funds	0	408,920	407,000	430,000	23,000	5.7%	0.30%
State - Telecom Sales Tax	0	4,932	0	25,000	25,000	N/A	0.02%
HUD-Harriet Tubman	236,468	326,827	400,208	0	(400,208)	-100.0%	0.00%
Ham. County-Ross Landing Plaza	530,788	539,462	691,849	671,788	(20,061)	-2.9%	0.46%
Ham. County-Radio & Electronics	0	46,000	48,000	48,000	0	0.0%	0.03%
Ham. County-DRC	0	0	0	27,399	27,399	N/A	0.02%
IMS-GOS Federal Grant	0	3,630	0	0	0	N/A	0.00%
State - Forestry Grant	0	0	15,868	0	(15,868)	-100.0%	0.00%
COPS - MORE Grant	0	0	0	36,000	36,000	N/A	0.02%
COPS Universal Hiring Grant	880,708	1,535,681	1,123,227	585,036	(538,191)	-47.9%	0.40%
Total Revenue from Other Agencies	\$34,631,706	\$37,702,496	\$39,394,775	\$38,645,223	(\$749,552)	-1.9%	26.73%
Service Charges:							
City Court Cost	80,974	109,115	82,500	111,000	28,500	34.5%	0.08%
Clerk's Fee	276,002	323,895	285,000	597,996	312,996	109.8%	0.41%
State Court Cost	622	15,577	15,650	7,500	(8,150)	-52.1%	0.01%
Public Works - Sevcs Charge	0	0	0	106,488			
PRAC - Services Charge	0	7,490	285,000	253,600			
Police - Service Charge	0	0	0	102,223			
Other Charges for Services	46,856	50,138	22,700	47,600	24,900	109.7%	0.03%
Total Service Charges	\$404,454	\$506,215	\$690,850	\$1,226,407	\$358,246	51.9%	0.85%
Miscellaneous Revenues:							
Indirect Cost	1,644,560	1,679,589	1,679,578	1,679,578	0	0.0%	1.16%
Department Reimb-Health Insurar	2,153,758	2,968,291	2,898,000	0	(2,898,000)	-100.0%	0.00%
Employee Share-Health Insurance	1,202,587	1,337,393	1,300,000	0	(1,300,000)	-100.0%	0.00%
Retiree Reimbursements (Regular)	0	412,564	405,000	600,000	195,000	48.1%	0.41%
Mem. Aud.- Rents, Conc., OT, BO	382,415	402,294	326,000	364,380	38,380	11.8%	0.25%
Tivoli - Rents, Conc., OT, BO	163,905	232,536	193,500	203,000	9,500	4.9%	0.14%
Coolidge Park Revenue	25	281,509	200,000	199,000	(1,000)	-0.5%	0.14%
Other General Government Misc.	83,409	859,710	558,200	602,252	44,052	7.9%	0.42%
Total Miscellaneous Revenues	\$5,630,659	\$8,173,886	\$7,560,278	\$3,648,210	(3,912,068)	-51.7%	2.52%
Estimated Use of Fund Balance	\$0	\$0	\$0	\$0			
Grand Totals	\$121,102,323	\$127,824,619	\$131,017,415	\$144,594,307	\$13,399,581	10.2%	100.00%

General Fund Expenditures
Fiscal Years 1999 - 2002

Expenditure	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
General Government & Agencies							
Agencies							
Air Pollution	246,010	270,820	270,820	270,820	0	0.0%	0.19%
Allied Arts:							
Operations	154,500	250,000	250,000	250,000	0	0.0%	0.17%
African American Museum	35,000	70,000	70,000	70,000	0	0.0%	0.05%
Chattanooga Regional History	48,000	48,000	48,000	48,000	0	0.0%	0.03%
Assoc of Visual Artists	15,000	15,000	15,000	15,000	0	0.0%	0.01%
CARCOG & SETDD	30,493	30,493	30,493	30,493	0	0.0%	0.02%
CARTA	3,263,819	3,299,934	2,770,276	2,976,800	206,524	7.5%	2.06%
Carter Street Corporation	0	49,675	81,955	0	(81,955)	-100.0%	0.00%
Carter Street Lease	1,432,332	1,427,877	1,427,927	1,426,542	(1,385)	-0.1%	0.99%
Chattanooga Urban League	50,000	50,000	50,000	50,000	0	0.0%	0.03%
C-HC Bicentennial Public Librar	2,131,598	2,165,258	2,230,262	2,405,725	175,463	7.9%	1.66%
Chattanooga Neighborhood Ent	2,000,000	2,000,000	2,000,000	2,000,000	0	0.0%	1.38%
Children's Advocacy Center	30,000	30,000	30,000	30,000	0	0.0%	0.02%
Community Foundation Scholars:	0	160,000	160,000	160,000	0	0.0%	0.11%
Community Impact Fund	167,000	167,000	166,000	0	(166,000)	-100.0%	0.00%
Downtown Partnership	100,000	100,000	140,000	140,000	0	0.0%	0.10%
Front Porch Alliance	0	50,000	0	0	0	N/A	0.00%
Heritage Hall Board	0	35,000	35,000	35,000	0	0.0%	0.02%
Homeless Health Center	17,500	17,500	17,500	17,500	0	0.0%	0.01%
Humane Society	492,516	493,638	0	0	0	N/A	0.00%
Inner-City Develop Corp	35,000	35,000	35,000	35,000	0	0.0%	0.02%
M L King / CDC	0	0	19,132	0	(19,132)	-100.0%	0.00%
Community Research Council	10,000	10,000	10,000	10,000	0	0.0%	0.01%
Planning Commission	851,251	821,162	840,463	876,277	35,814	4.3%	0.61%
Scenic Cities	28,718	30,294	30,294	30,294	0	0.0%	0.02%
Storm Water Fund	69,710	67,691	75,000	75,000	0	0.0%	0.05%
Tennessee Riverpark	586,868	576,357	686,160	807,572	121,412	17.7%	0.56%
Tenn Valley Railroad Museum	174,000	0	73,600	0	(73,600)	-100.0%	0.00%
WTCL - TV 45	60,000	60,000	60,000	60,000	0	0.0%	0.04%
General Government							
Audits, Dues & Surveys	119,124	122,604	140,750	143,750	3,000	2.1%	0.10%
Capital Improvements	5,357,500	6,098,500	3,593,200	5,302,101	1,708,901	47.6%	3.67%
City Attorney/Operations	650,023	594,626	629,024	698,285	69,261	11.0%	0.48%
City Attorney Liability Insurance	982,680	950,000	1,150,000	850,000	(300,000)	-26.1%	0.59%
City Council	470,434	504,932	562,144	571,955	9,811	1.7%	0.40%
City Court Judicial	318,204	349,269	659,618	619,397	(40,221)	-6.1%	0.43%
Contingency Fund	374,519	353,709	498,725	500,000	1,275	0.3%	0.35%
Debt Service Fund	1,658,279	5,866,931	6,424,417	8,964,342	2,539,925	39.5%	6.20%
Election Expense	42,668	0	160,000	0	(160,000)	-100.0%	0.00%
Executive Office of Mayor	527,021	510,024	578,253	0	(578,253)	-100.0%	0.00%
Human Services	1,396,784	1,396,784	1,424,655	1,481,641	56,986	4.0%	1.02%
Intergovernmental Relations	176,791	143,245	237,800	228,850	(8,950)	-3.8%	0.16%
Pensions, FICA & UIC	43,901	26,419	41,500	41,500	0	0.0%	0.03%
T.A.P. (tuition & books)	0	8,540	5,000	20,000	15,000	300.0%	0.01%
Downtown Design Center	0	23	56,177	236,501	180,324	321.0%	0.16%
Real Estate Fund	85,000	85,000	100,000	0	(100,000)	-100.0%	0.00%
Renewal & Replacement	1,367,296	2,378,180	1,500,000	1,500,000	0	0.0%	1.04%
Miscellaneous	0	42,850	0	0	0	N/A	0.00%
Taxi Board	214	84	300	300	0	0.0%	0.00%
total	25,599,753	31,762,419	29,384,445	32,978,645	3,594,200	12.23%	22.81%
Department of Finance & Administration:							
Finance Office	1,460,602	1,481,723	1,679,591	1,576,652	(102,939)	-6.1%	1.09%
Information Systems	2,192,973	2,267,189	2,330,628	2,488,750	158,122	6.8%	1.72%
City Treasurer	497,904	518,608	549,383	577,973	28,590	5.2%	0.40%
Telecommunications	269,271	386,895	400,287	405,967	5,680	1.4%	0.28%
City Court Clerk's Office	898,046	829,042	1,002,243	1,110,392	108,149	10.8%	0.77%
Geographic Information System	0	0	0	175,843	175,843	N/A	0.12%
Purchasing	0	0	0	848,801	848,801	N/A	0.59%
Building Maintenance	0	0	0	931,225	931,225	N/A	0.64%
Radio & Electronics	0	0	0	364,417	364,417	N/A	0.25%
Real Estate	0	0	0	478,976	478,976	N/A	0.33%
total	5,318,796	5,483,457	5,962,132	8,958,996	2,996,864	50.26%	6.20%
Department of Police:	23,627,416	28,271,587	29,009,837	33,997,377	4,987,540	17.2%	23.51%
Department of Fire:							
Fire Operations	16,778,463	17,625,012	18,424,241	21,247,432	2,823,191	15.3%	14.69%
Utilities	1,479,234	1,393,146	926,976	556,176	(370,800)	-40.0%	0.38%
Combat Challenge	0	12,743	6,000	6,000	0	0.0%	0.00%
total	18,257,697	19,030,901	19,357,217	21,809,608	2,452,391	12.67%	15.08%

General Fund Expenditures
Fiscal Years 1999 - 2002

Expenditure	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Department of Public Works:							
Administration	441,356	458,719	491,807	526,377	34,570	7.0%	0.36%
City Engineer	1,559,463	1,656,996	1,648,902	1,923,163	274,261	16.6%	1.33%
City Wide Services	2,446,372	2,553,894	2,619,918	3,058,489	438,571	16.7%	2.12%
Sewer Construction & Maintenance	1,427,307	1,516,264	1,604,866	1,935,557	330,691	20.6%	1.34%
Inspection	1,150,026	1,246,836	1,227,578	1,404,639	177,061	14.4%	0.97%
Board of Plumbing Examiners	2,206	2,154	2,000	2,000	0	0.0%	0.00%
Board of Electrical Examiners	21,531	24,358	19,500	19,400	(100)	-0.5%	0.01%
Board of Mechanical Examiners	705	1,610	1,800	1,800	0	0.0%	0.00%
Board of Gas Fitters	2,470	2,016	2,900	2,900	0	0.0%	0.00%
Board of Appeals & Variances	2,758	3,292	5,000	5,000	0	0.0%	0.00%
Utilities	118,821	115,830	128,650	154,150	25,500	19.8%	0.11%
Pump Stations	60,379	69,799	113,145	92,125	(21,020)	-18.6%	0.06%
Traffic Management	1,654,224	1,679,606	1,936,574	2,137,240	200,666	10.4%	1.48%
Street Lighting	0	2,443,066	2,396,000	2,525,100	129,100	5.4%	1.75%
Stormwater Subsidy	684,061	694,936	704,452	701,202	(3,250)	-0.5%	0.48%
State Street Aid Subsidy	0	0	320,000	320,000	0	0.0%	0.22%
Solid Waste & Sanitation Fund S	5,475,305	5,589,462	6,307,718	5,159,292	(1,148,426)	-18.2%	3.57%
Municipal Forestry	0	0	0	429,493	429,493	N/A	0.30%
Waste Pickup - Brush	0	0	0	2,289,617	2,289,617	N/A	1.58%
Waste Pickup - Garbage	0	0	0	3,128,179	3,128,179	N/A	2.16%
total	15,046,984	18,058,838	19,530,810	25,815,723	6,284,913	32.18%	17.85%
Department of Parks, Recreation, Arts, & Culture:							
Administration	591,681	754,119	819,907	795,614	(24,293)	-3.0%	0.55%
Recreation	2,807,323	3,031,743	3,237,312	3,866,206	628,894	19.4%	2.67%
Parks	4,572,152	4,884,484	5,074,389	5,344,019	269,630	5.3%	3.70%
Civic Facilities	1,127,869	1,076,784	1,313,612	1,198,734	(114,878)	-8.7%	0.83%
total	9,099,025	9,747,130	10,445,220	11,204,573	759,353	7.27%	7.75%
Department of General Services:							
Administration	437,621	477,218	523,429	0	(523,429)	-100.0%	0.00%
City Hall Annex	714,909	727,861	710,221	0	(710,221)	-100.0%	0.00%
Radio & Electronics	279,682	343,520	340,358	0	(340,358)	-100.0%	0.00%
Employee Benefits	204,329	195,552	200,559	0	(200,559)	-100.0%	0.00%
Insurance Program	9,839,276	12,935,074	13,330,046	0	(13,330,046)	-100.0%	0.00%
Job Injuries	1,739,588	1,539,733	1,615,350	0	(1,615,350)	-100.0%	0.00%
Purchasing	703,518	751,163	750,997	0	(750,997)	-100.0%	0.00%
total	13,918,923	16,970,121	17,470,960	0	(17,470,960)	#####	0.00%
Department of Personnel:							
Administration	683,439	759,385	878,452	899,832	21,380	2.4%	0.62%
Physicals	120,894	105,774	158,000	101,850	(56,150)	-35.5%	0.07%
Employee's Insurance Office	0	0	0	302,688	302,688	N/A	0.21%
Employee's Insurance Program	0	0	0	3,220,889	3,220,889	N/A	2.23%
Job Injury Administration	0	0	0	1,881,600	1,881,600	N/A	1.30%
total	804,333	865,159	1,036,452	6,406,859	5,370,407	518.15%	4.43%
Department of Neighborhood Services:							
Administration	222,008	391,639	349,476	577,445	227,969	65.2%	0.40%
Codes & Community Services	575,825	747,534	747,872	786,654	38,782	5.2%	0.54%
Human rights	50,209	114,129	109,191	0	(109,191)	-100.0%	0.00%
Neighborhood Relations	0	309,471	292,003	318,086	26,083	8.9%	0.22%
Neighborhood Grants	0	59,625	115,000	115,000	0	0.0%	0.08%
total	848,042	1,622,398	1,613,542	1,797,185	183,643	11.38%	1.24%
Executive Branch							
Mayor's Office	0	0	0	853,982	853,982	N/A	0.59%
Internal Audit	0	0	0	186,976	186,976	N/A	0.13%
Human Rights	0	0	0	114,802	114,802	N/A	0.08%
Community Development	0	0	0	379,180	379,180	N/A	0.26%
Grants Administration	0	0	0	90,401	90,401	N/A	0.06%
	0	0	0	1,625,341	1,625,341	N/A	1.12%
Expenditure Total	112,520,969	131,812,010	133,810,615	144,594,307	10,783,692	8.06%	100.00%



Special Revenue Funds

Fund Structure

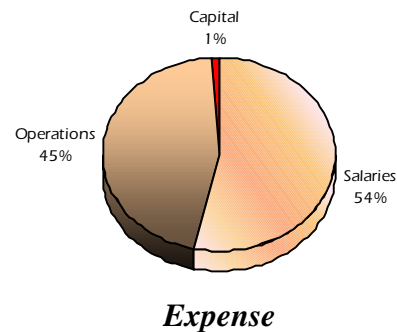
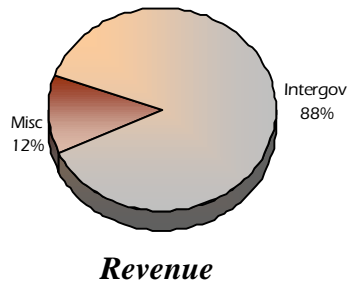
The Special Revenue Funds are set by City resolution to account for funds that are restricted as to use by federal and state governments and special purpose funds. The basis of budgeting for these funds is modified accrual. Included funds are State Street Aid, Human Services, and Economic Development. The Real Estate Fund, formerly and special revenue fund, was moved to General Fund in the FY2002 budget. As of June 30, 2001 the budgeted revenue and expenses were as follows:

	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Real Estate Fund	446,499	297,444	470,520
State Street Aid Fund	\$4,998,296	\$4,605,456	\$4,598,825
Human Services Fund	\$11,731,315	\$10,944,396	\$10,230,935
Economic Development Fund	\$17,400,000	\$17,052,099	\$15,352,861

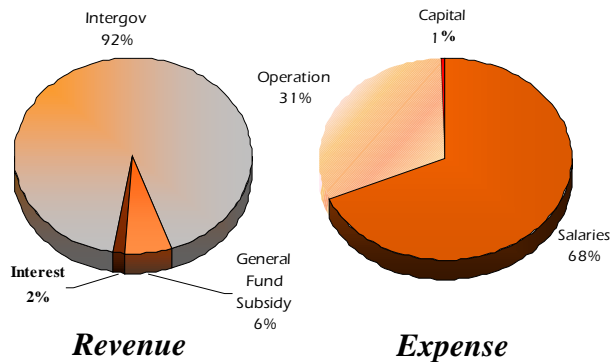
The FY 2001/2002 budget \$0;\$4,350,000; \$11,845,773; and \$17,594,842 respectively.

Fiscal Year 2001/2002

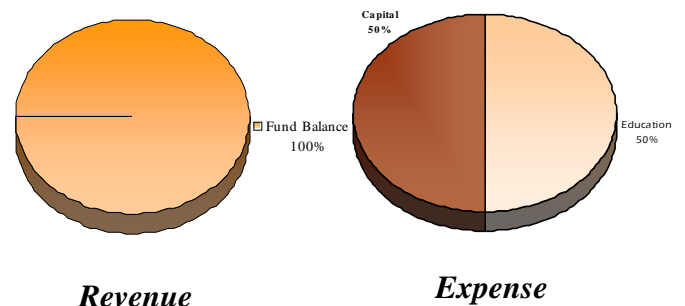
Human Services



State Street Aid



Economic Development



Fund Revenue Summary
Fiscal Year Ending June 30, 2001
(expressed in \$1,000)

Fund Type:	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	Budget '01 Increase (Decrease) INC/(DEC)	% CHANGE FY 00/01 FY 01/02
Special Revenue Fund						
Real Estate	189	192	474	0	(474)	-100.0%
State Street Aid	5,178	4,482	4,675	4,350	(325)	-7.0%
Human Services	11,526	10,588	12,797	12,432	(364)	-2.8%
Economic Development Fund	16,433	17,275	17,400	17,595	195	1.1%
Total Special Revenue Fund	33,326	32,537	35,346	34,377	(969)	-2.7%

Revenues

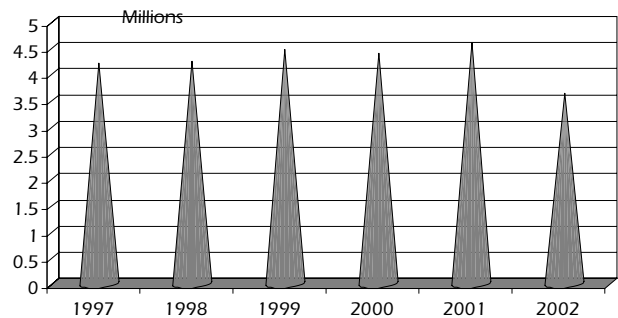
Real Estate Fund

The Real Estate Fund, formerly and special revenue fund, was moved to General Fund in the FY2002 budget. This fund was originally set up as a special revenue fund to preserve an accumulated fund balance. This fund is now a part of General Fund under the Finance Department and is fully funded by General Revenue.

State Street Aid

This fund was established to receive and account for the State's distribution of the state gasoline tax. Funds received in this fund are restricted to road-type use. To qualify for a portion of this distribution, the City must meet state guidelines which require that a municipality appropriate an amount equal to at least the average appropriations for road work for the previous five years. Collections in this fund have not increased much in the past several years due to the City's loss of population in the last census and the fluctuation in gasoline prices causing the state distribution to drop. The City expects to receive about \$962,000 less from the State of Tennessee in state-shared gas tax funds for FY 01/2002. This is due to a downturn in the economy. With the downturn the State estimated revenue has been reduced resulting in a reduced allocation for the local governments.

State Gas Tax collection

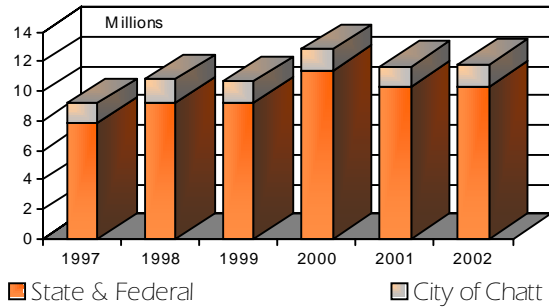


Human Services Fund

The area of Human Services receives Federal, State, and City appropriations. This fund has increased by 28% overall during the past five-year period. The Federal and State portion, accounts for 20% of this growth, while the City portion is approximately 7%. The City's appropriation includes an Indirect Costs billed monthly for services rendered by the City's employees.

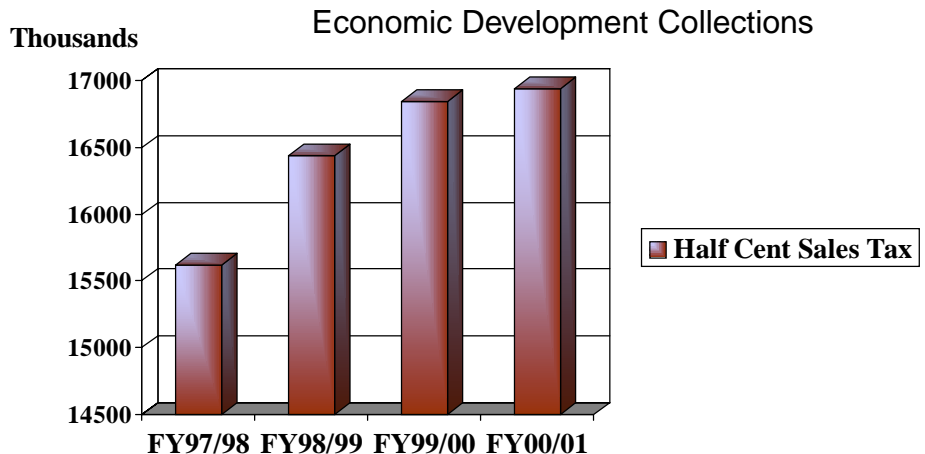
It is expected that resources will remain constant. The chart below shows how this fund has varied through the years.

Human Services Collections



Economic Development Fund

Chattanooga voted for itself a half-a-cent tax on retail sales within the city. The purpose of this tax is for capital outlay to increase economic development within the city and supplemental funding for the county schools. The retailers collect this tax and submit it to the State of Tennessee. The State in turn, sends these funds back to the City of Chattanooga. Half of these funds are sent to the Hamilton County Department of Education; the other half is appropriated for current and future capital projects. Due to the favorable economic environment with strong consumer confidence and spending, actual and budgeted revenues have increased since FY 97/98. One other small source of revenue is income from cash-equivalent investments. Idle funds are normally parked in cash equivalents until used for specific projects.



Fund Expenditure Summary
Fiscal Year Ending June 30, 2001
(expressed in \$1,000)

Fund Type:	Actual FY 97/98	Actual FY98/99	Budget FY 99/00	Budget FY 00/01	Budget '01 Increase (Decrease)	% CHANGE FY 00/01
Special Revenue Fund						
Real Estate	437	435	474	0	(474)	-100.0%
State Street Aid	4,489	4,669	4,675	4,350	(325)	-7.0%
Human Services	10,932	10,078	12,797	12,432	(364)	-2.8%
Economic Development Fund	20,315	18,309	17,400	17,595	195	1.1%
Total Special Revenue Fund	36,173	33,491	35,346	34,377	(969)	-2.7%

Expenses

Real Estate.

The Real Estate Fund, formerly and special revenue fund, was moved to General Fund in the FY2002 budget. This fund was originally set up as a special revenue fund to preserve an accumulated fund balance. This fund is now a part of General Fund under the Finance Department and is fully funded by General Revenue.

The FY2002 increase is due to salary increases and a new program to provide computers to all employees in the Headstart program.

State Street Aid.

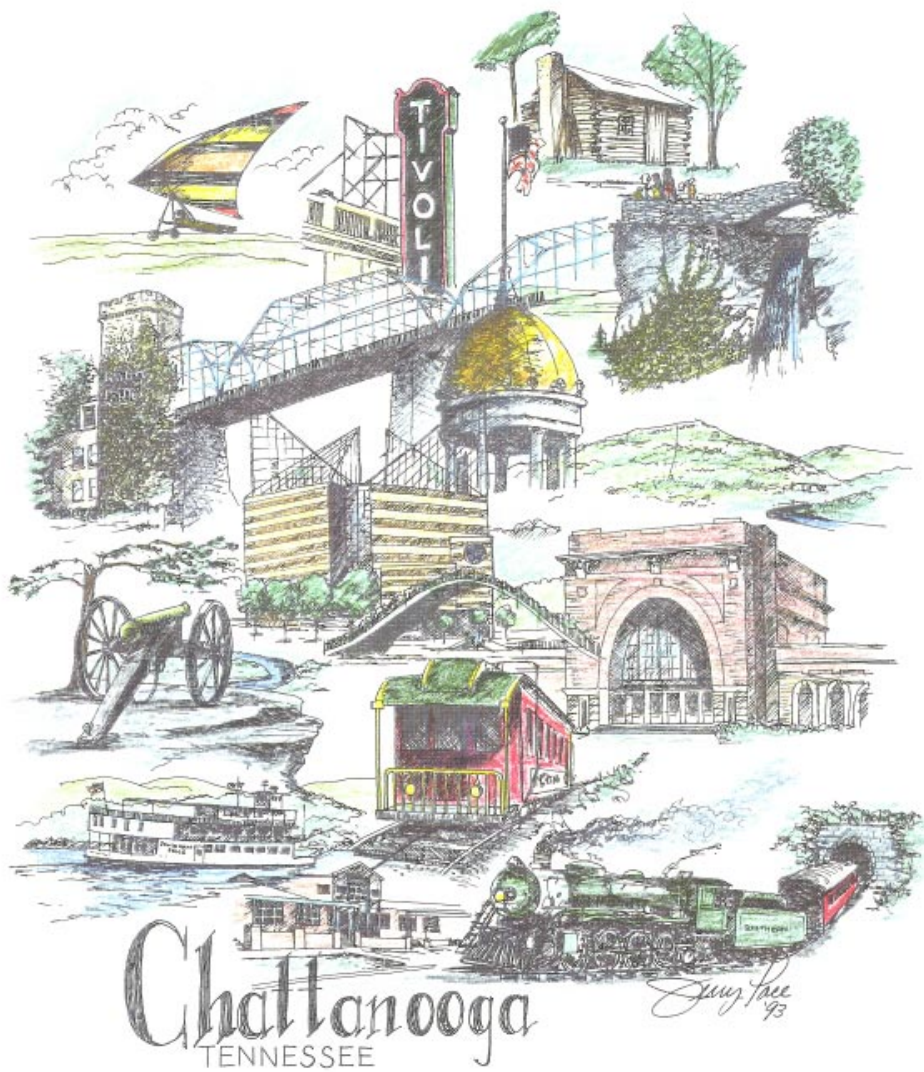
State gasoline tax distribution is collected into this fund and used for major street work in the Chattanooga area, under State guidelines. Personnel, vehicle costs and construction costs used most of the funds deposited in this fund.

Economic Development Fund

Half of the collections are automatically sent to the Hamilton County School System. The amount sent to the schools has increased since FY 97/98 due to the increased collections for this time period. Expenditures of the capital outlay nature vary in size and dollar amount. Usually these projects are selected by the City Council and Mayor on what they think is effective for economic development.

Human Services.

The Human Services' expenditures have grown over the past four years. All growth can be attributed to the salary standardization for federal programs.



Special Fund Revenues

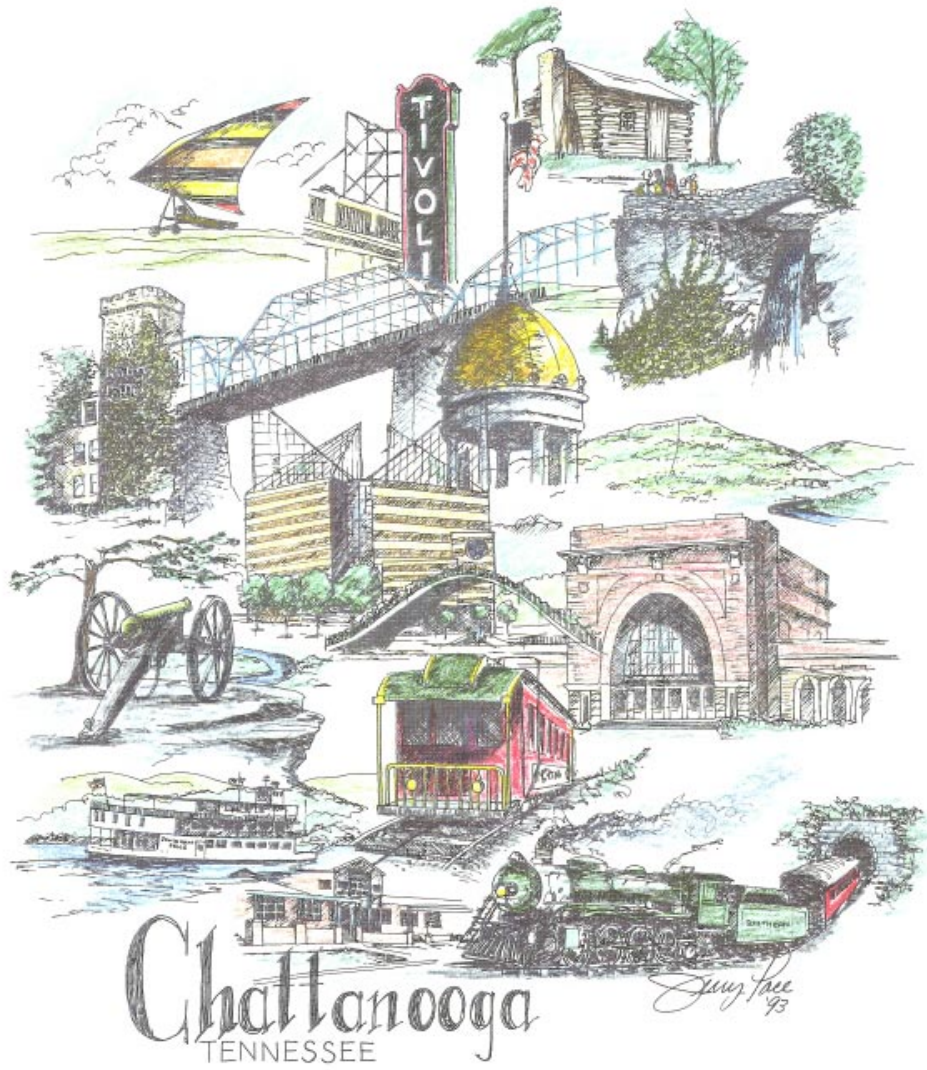
Fiscal Years 1999 - 2002

Revenue Source	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Real Estate (Fund 1105):							
City of Chattanooga General Fun	85,000	85,000	100,000	0	(100,000)	-100.0%	0.00%
Sale of Real Estate	58,784	50,100	20,000	0	(20,000)	-100.0%	0.00%
Sale of Back Tax Lots	44,747	0	88,688	0	(88,688)	-100.0%	0.00%
Miscellaneous	0	15,368	9,000	0	(9,000)	-100.0%	0.00%
Property Rental	0	41,094	19,000	0	(19,000)	-100.0%	0.00%
Trfrs from Community Developme	0	0	74,400	0			
Fund Balance	0	0	162,901	0	(162,901)	-100.0%	0.00%
Total Real Estate Fund	\$188,531	\$191,562	\$473,989	\$0	(473,989)	-100.0%	0.00%
State Street Aid (Fund 2104)							
State of Tennessee	4,460,206	4,388,690	4,270,052	3,621,297	(648,755)	-15.2%	10.53%
Trfrs (1100) & Sale of Equipment	650,000	0	320,000	320,000	0	0.0%	0.93%
Miscellaneous	0	1,868	0	0	0	N/A	0.00%
Fund Balance	0	0	0	358,703	358,703	N/A	1.04%
Interest Earnings	68,131	91,851	85,000	50,000	(35,000)	-41.2%	0.15%
Total State Street Aid	\$5,178,337	\$4,482,409	\$4,675,052	\$4,350,000	(\$325,052)	-7.0%	12.65%
Human Services (Fund 2102)							
Federal - State Grants	9,902,229	9,027,367	10,359,941	9,807,937	(552,004)	-5.3%	28.53%
City of Chattanooga	1,396,784	1,396,784	1,424,655	1,481,641	56,986	4.0%	4.31%
Day Care Fees	32,766	41,633	59,509	62,461	2,952	5.0%	0.18%
Miscellaneous	159,727	50,951	26,400	25,900	(500)	-1.9%	0.08%
Interest Income	0	71,303	0		0	N/A	0.00%
Contributions	34,677	0	0		0	N/A	0.00%
Fund Balance	0	0	926,202	1,054,378	128,176	13.8%	3.07%
Total Human Services	\$11,526,183	\$10,588,038	\$12,796,707	\$12,432,317	(\$364,390)	-2.8%	36.16%
Economic Development (Fund 1119)							
Local Option Sales Tax	16,185,856	16,838,074	17,400,000	17,594,842	194,842	1.1%	51.18%
Interest Income	247,470	436,775	0	0	0	N/A	0.00%
Total Economic Development	\$16,433,326	\$17,274,849	\$17,400,000	\$17,594,842	\$194,842	1.1%	51.18%
Grand Total:	\$33,326,377	\$32,536,858	\$35,345,748	\$34,377,159	(968,589)	-2.7%	100.00%

Special Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Actual		Budget		BUDGET '02		% CHANGE FY 01/02	% OF TOTAL
	FY 98/99	FY 99/00	FY 00/01	FY 01/02	INC/(DEC)			
Real Estate (1105):								
Administration	437,137	309,500	302,989	0	(302,989)	-100.0%	0.00%	
Property Maintenance	0	125,789	171,000	0	(171,000)	-100.0%	0.00%	
Total Real Estate	\$437,137	\$435,289	\$473,989	\$0	(473,989)	-100.0%	0.00%	
State Street Aid (Fund 2104)								
Street Maintenance	4,124,948	4,557,708	0	0	0	N/A	0.00%	
Snow & Ice Removal	0	47,063	0	0	0	N/A	0.00%	
Equipment	363,765	0	0	0	0	N/A	0.00%	
Salaries & Wages	0	0	2,614,675	2,519,599	(95,076)	-3.6%	7.33%	
Purchase Services	0	0	49,900	43,600	(6,300)	-12.6%	0.13%	
Travel	0	0	1,500	850	(650)	-43.3%	0.00%	
Vehicle Repairs & Maintenance	0	0	623,648	650,900	27,252	4.4%	1.89%	
Material & Supplies	0	0	712,437	593,650	(118,787)	-16.7%	1.73%	
Capital Outlay & Fixed Assets	0	64,250	25,000	0	(25,000)	-100.0%	0.00%	
Government Charges, Taxes, Etc.	0	0	1,800	0	(1,800)	-100.0%	0.00%	
Fringe Benefits	0	0	646,092	541,401	(104,691)	-16.2%	1.57%	
Total State Street Aid	\$4,488,713	\$4,669,021	\$4,675,052	\$4,350,000	(325,052)	-7.0%	12.65%	
Human Services (Fund 2102)								
Headstart	5,586,509	5,171,111	6,489,758	7,230,870	741,112	11.4%	21.03%	
Daycare	1,229,433	1,095,135	1,334,277	741,730	(592,547)	-44.4%	2.16%	
Weatherization	236,338	235,639	294,177	244,616	(49,561)	-16.8%	0.71%	
Foster Grandparents	319,401	313,559	478,670	462,135	(16,535)	-3.5%	1.34%	
LIHEAP	966,436	732,780	1,281,354	691,800	(589,554)	-46.0%	2.01%	
Community Service Block Grant	531,653	477,512	617,879	684,794	66,915	10.8%	1.99%	
Occupancy	250,020	184,396	226,221	226,221	0	0.0%	0.66%	
Human Services Programs	1,690,632	1,613,032	1,978,553	2,042,283	63,730	3.2%	5.94%	
WAP Enhancement	0	173,720	22,950	0	(22,950)	-100.0%	0.00%	
CDBG - Rental Assistance	0	0	0	35,000	35,000	N/A	0.10%	
City General Relief -	122,024	81,275	72,868	72,868	0	0.0%	0.21%	
Total Human Services	\$10,932,446	\$10,078,159	\$12,796,707	\$12,432,317	(364,390)	-2.8%	36.16%	
Economic Development (Fund 1119 & P419)								
Hamilton County Schools	8,092,928	8,419,037	8,700,000	8,459,059	(240,941)	-2.8%	24.61%	
Capital Outlay/Projects	12,221,598	9,889,643	8,700,000	9,135,783	435,783	5.0%	26.58%	
Total Economic Development	\$20,314,526	\$18,308,680	\$17,400,000	\$17,594,842	194,842	1.1%	51.18%	
Grand Totals	\$36,172,822	\$33,491,149	\$35,345,748	\$34,377,159	(968,589)	-2.7%	100.00%	



Fund Structure

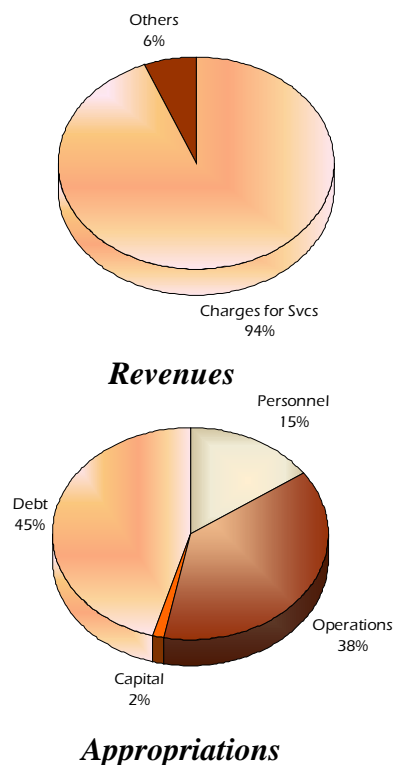
Enterprise Funds are established for operations that the City chooses to account for as though they were private enterprises. An Enterprise Fund might be established because an operation is expected to cover its costs (including depreciation expense) through user charges or because the City believes it is necessary to account for income and capital maintenance. The basis of budgeting for these funds is full accrual. The City of Chattanooga has three (3) Enterprise Funds: Interceptor Sewer Fund; Solid Waste and Sanitation Fund and Storm Water Management Fund. As of June 30, 2001 the budgeted revenues and expenses were as follows for these funds.

The FY 01/2002 Enterprise budgets are \$33,225,142; \$6,691,545; and \$4,788,000 respectively.

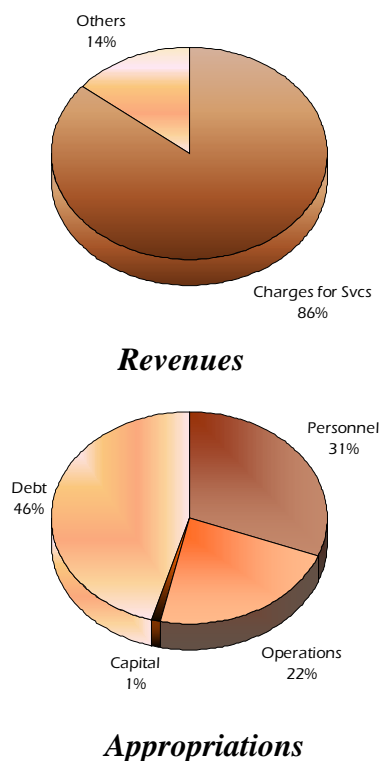
	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Interceptor Sewer Fund	\$32,724,946	\$34,643,840	\$34,342,413
Solid Waste & Sanitation Fund	\$12,002,394	\$12,487,087	\$10,533,115
Storm Water Management Fund	\$4,788,000	\$5,176,100	\$4,033,522

Fiscal Year 2001/2002

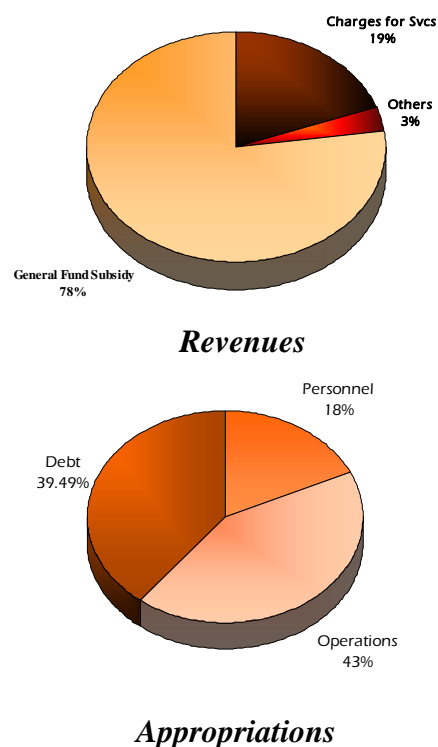
Interceptor Sewer



Storm Water Fund



Solid Waste Fund



Fund Revenue Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Actual FY98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
Enterprise Fund						
Interceptor Sewer System	34,344,592	34,505,709	32,724,946	33,225,142	500,196	1.5%
Solid Waste & Sanitation	13,842,378	13,685,990	12,002,394	6,691,545	(5,310,849)	-44.2%
Storm Water Fund	14,222,437	15,908,004	4,788,000	4,788,000	-	0.0%
Total Enterprise Fund	62,409,407	64,099,703	49,515,340	44,704,687	(4,810,653)	-9.7%

Revenues

Interceptor Sewer Fund

Sewer Service Charges. Revenues to operate, maintain, and finance the System are derived primarily from sewer service charges collected from residential, commercial, and industrial customers using the System. Sewer service charges for the City are collected either through the Tennessee-American Water Company or the Hixson Utility District. The sewer service rates are based upon the quantity of water used and are expressed as cents per thousand gallons.

Regional users such as Walker County, Georgia, and the City of Collegedale and the Town of Lookout Mountain, Tennessee are billed on the basis of metered water consumption. This method of billing does not allow for the recovery of costs incurred to treat flows beyond the amount of water purchased such as inflow and infiltration into the System. However the wheelage and treatment rate is approximately two times the total metered flow rate, therefore, some inflow and infiltration is paid for. The City of Chattanooga has installed flow metering station on the discharge line connecting regional users so that they may be billed on the basis of total measured wastewater flows, as required by the EPA approved user charge system. Contract negotiations with each respective government are underway and will be required before this method of billing can begin.

The sewer service charges for the regional users, which includes Rossville, Collegedale, Lookout Mountain, Hamilton County, East Ridge, Red Bank and Walker County, are based on a regional service charge rate schedule (wheelage and treatment). The regional service charge rate schedule currently in effect provides rate schedules for billing the regional

users on either a metered water consumption basis (billable flow method) or a total measured wastewater flow basis (total flow method). This allows the City to begin billing the regional users on a total flow method immediately upon cessation of successful contract negotiations for total flow method billing. Other System revenues come from an industrial user sewer surcharge, truck discharge operation permit fees, septic tank discharge fees, holding tank discharge fees, service line connection fees and garbage grinder usage fees.

The City operates the System on a self-supporting basis from sewer service charges and fees. The July 1, 2002 proposed rate schedule, is as follows:

Enumeration Of Charges - Quantity of Water Used

Sewer service charges are based upon the quantity of water registered by water meters. The dollar amount is derived by applying the total charge in dollars per one thousand gallons for the following quantities of water:

User Class	Operations and Maintenance Charges (\$/1,000 gal)	Debt Charges (\$/1,000 gal)	Total Charges (\$/1,000 gal)
First 100,000	\$ 0.93	\$ 2.50	\$ 3.43
Next 650,000	0.93	1.59	2.52
Next 1,250,000	0.93	1.10	2.03
Next 30,000,000	0.93	0.52	1.45
Over 32,000,000	0.93	0.34	1.27

Regional Service Charge Rate (Wheelage and Treatment)

The regional sewer service user charge (wheelage and treatment) shall be collected from regional users of the system including Collegedale, Tennessee; Lookout

Mountain, Tennessee; Hamilton County, Tennessee; East Ridge, Tennessee; Red Bank, Tennessee; Windstone and Walker County, Georgia and shall be determined either under the "billable flow" method based upon quantity of water used as shown by applicable water company meter readings or the "total flow" method based upon flow meter measured flow accordingly to the applicable contract with the regional user.

Billable Flow

The amount due from the regional user shall be the dollar amount derived by applying the total charge shown in the table below per one thousand (1,000) gallons of water sold.

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 0.9310	\$ 0.4719	\$ 1.4029

If regional customers are billed directly through the water company, the rate shall be one and thirty-five cents (\$1.35) per one thousand (1,000) gallons.

Total Flow

The amount due from the regional user shall be the dollar amount derived by applying the total charge shown in the table below applied to the quantity of wastewater measured by a flow meter installed and maintained at or near the point of connection between the system of the regional user and the Chattanooga System. In the event of any malfunction of said meters, flow shall be estimated, interpolated and/or projected in the most equitable manner possible. Such estimates along with available readings for periods where there was no malfunction shall be the basis for billing.

User Class	Regional Operation & Maintenance Charge (\$/1,000 gal)	Regional Debt Charge (\$/1,000 gal)	Regional Total Charge Wheelage & Treatment (\$/1,000 gal)
Wheelage & Treatment	\$ 0.5223	\$ 0.2647	\$ 0.7870

Monthly Minimum Sewer Service Charges

Minimum sewer service charges based upon water meter connection size are as follows:

Meter Size	Monthly Minimum
5/8 inch meter	\$ 7.13
3/4 inch meter	25.43
1 inch meter	44.42
1 1/2 inch meter	99.41
2 inch meter	176.01
3 inch meter	412.57
4 inch meter	762.43
6 inch meter	1,815.98
8 inch meter	3,212.13

Industrial User Sewer Surcharge

An industrial user surcharge is levied upon industrial users which discharge wastewater in concentrations in excess of "normal wastewater" at the following rates:

1. \$0.086 per pound of 5-day biochemical oxygen demand (BOD₅) for concentrations in excess of 300 milligrams per liter, and,
2. \$0.061 per pound of total suspended solids for concentrations in excess of 400 milligrams per liter.

The City has also established the following fees and charges:

1. A Sewer Service Line Connection Fee of \$500;
2. A Truck Discharge Operation Permit Fee of \$40 per truck per year;
3. A Septic Tank Discharge Fee of \$24.47 per 1,000 gallons of waste;
4. Holding Tank Waste Fee of \$3.43 per 1,000 gallons of waste; and
5. Garbage Grinders Fee of \$91.45 per month per unit.

In 1985 the City, in conjunction with the consulting Engineers and the financial advisors, developed a five year financial analysis which examined the System's capital improvement program at different yearly funding commitments of the City; other anticipated revenue requirements of the System during the five year period including the full-time operation of Moccasin Bend, and the associated sewer rate structures necessary to meet the financial requirements of the system under different financial alternatives. As a result of this analysis, the City established its annual funding commitment of the System at \$10,000,000 per year. Simultaneously, the City committed itself to enacting annual rate increases of at least 6.14% for each of the five consecutive years starting in July 1985 in order to support the \$10,000,000 per year funding program. The 6.14% rate increase schedule through fiscal year ending June 30, 1990 was formulated

by the Consulting Engineers pursuant to the five year financial analysis. Enactment of the rate increases requires adoption of the city ordinance by the City Council each year. The five year program and the related future rate increases were announced publicly in the City proceedings in 1985 and they received widespread community support.

The City has followed through with its commitment to raise rates to support the program since 1985. As of April 1990, the City had adopted five consecutive annual sewer rate increases of 6.14%. The first 6.14% rate increase took place July 1985, followed by four more 6.14% rate increases in July 1986, July 1987, July 1988, and July 1989, respectively. Annually, the Consulting Engineers review the financial operations of the System and its revenue requirements for the upcoming fiscal year to determine the size of the rate increase needed for the next fiscal year.

Since the City successfully accomplished its goal of enacting 6.14% sewer rate increases for the five consecutive fiscal year, the City is planning to enact future annual rate increases at a lower level than 5%. The City has increased sewer rates for nine consecutive year in support of its program. However, in fiscal year 94/95 through 98/99 the rate increase was 0% due to improved efficiency of the system and implementation of management policies. In FY00, after close analysis of the financial state and operations of the system, the City was able to enact a 10% rate decrease. The City is proposing a 0% increase for FY 00/01. As evidenced by its program since 1985, the City remains committed to keeping the System self-supporting from sewer revenues including adoption of any necessary sewer rate

increases to ensure that it remains self supporting. Following is a history of rate increases since 1985:

FY 85/86	6.14%	FY 95/96	0.00%	FY 97/98	0.00%
FY 86/87	6.14%	FY 91/92	3.32%	FY 98/99	0.00%
FY 87/88	6.14%	FY 92/93	5.79%	FY 99/00	(0.10%)
FY 88/89	6.14%	FY 93/94	3.00%	FY 00/01	0.00%
FY 89/90	6.14%	FY 94/95	0.00%	FY 01/02	0.00%
FY 90/91	15.24%	FY 96/97	0.00%		

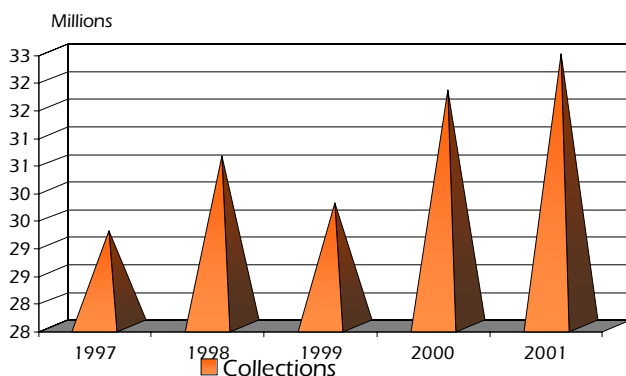
Below is the sewer systems historical trend of collections. The additional revenue shown beginning with 1998 can be attributed to the completion of several construction projects bringing more taps on line and an increase of \$365,000 in Industrial surcharges.

Solid Waste and Sanitation Fund

This fund accounts for the costs associated with the disposal of solid waste and recyclable materials. Prior to FY2002 the fund accounted for both collection and disposal of these materials. Due to reorganization the collection portion of garbage and brush and trash were transferred to Public Works General Fund. Section 68-31-874 (a) of the Tennessee Code Annotated sets forth the accounting requirements for financial activities related to the management of solid waste. Effective July 1, 1992, each municipality which collected solid waste and/or operated a landfill was required to account for them separately in individual funds. Effective July 1, 1993, it became a requirement to account for the operation of a landfill as an enterprise fund.

Landfill Tipping Fees. Revenues to operate, maintain and finance the Solid Waste Disposal System are derived primarily from tipping fees charged at the disposal sites. Municipalities may impose such a fee upon each ton of waste or its volume equivalent received at such a disposal facility. During FY 98/99 the disposal operation was relocated to a new site as the available space at the old facility had been used up. The new location is further away from the center of town, which has led some disposal companies to reroute their disposal traffic to other regional disposal facilities more conveniently located. The new Sanitary landfill also stopped accepting construction waste. The construction debris site is operated by a private company. These changes have led to a reduction in the projected revenue for the fund. The fees collected still cover the operating cost of the disposal site as well as

Sewer Collections
1997 - 2001



the capital expenditures and the debt service.

Landfill Dumping Charges. Revenues to operate, maintain and finance the Solid Waste Disposal System are derived primarily from landfill dumping charges. Municipalities may impose a tipping fee upon each ton of municipal solid waste or its volume equivalent received at such solid waste disposal facility. The FY 01/02 decrease of \$2,072,972, 62.9%, is due to the loss of some disposal company revenue as a result of relocation of the landfill.

Solid Waste Subsidy. Since the revenue from the landfill dumping charges does not totally fund the expenditures of the fund it is necessary for the General Fund to subsidize the Solid Waste & Disposal Fund. This subsidy accounts for approximately fifty-three percent (52.5%) of the total budget. The FY 01/02 increase of \$718,256, 8.9% is due to additional funding needed to cover reduced revenue estimate.

On the opposite page is a chart showing the historical trend of collections and subsidy. The primary sources of revenues for this fund are Landfill Dumping Charges and a City of Chattanooga subsidy. A look at the revenues for this fund since its inception will reveal that while the collections appear to be increasing steadily for the first three years, the City subsidy has grown more.

Storm Water Management Fund

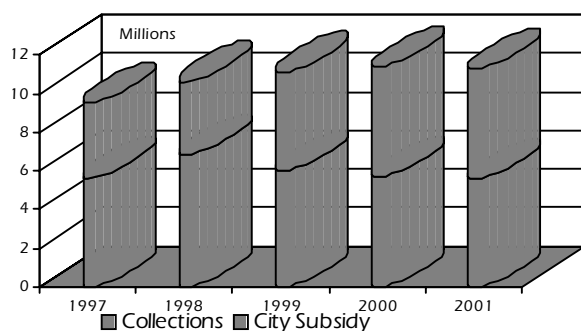
The Storm Water Management Fund was established in 1993 to comply with a Federal Mandate for the City to control storm water runoff. The City is required to impose controls to reduce the discharge of pollutants in storm water to the maximum extent practicable using management practices, control techniques and system design and engineering methods for the control of such pollutants. This fund accounts for the construction and operation of the storm water system of the City.

For the purpose of operating the storm water program of the City and the payment of the cost and expenses appurtenant, incident or necessary thereto for the construction, extension, enlargement or acquisition of necessary storm water facilities or flood control improvement, including replacement thereof, and for the operation and maintenance thereof, there is imposed a storm water user's fee upon the owner of property served directly or indirectly by the City's storm sewer system.

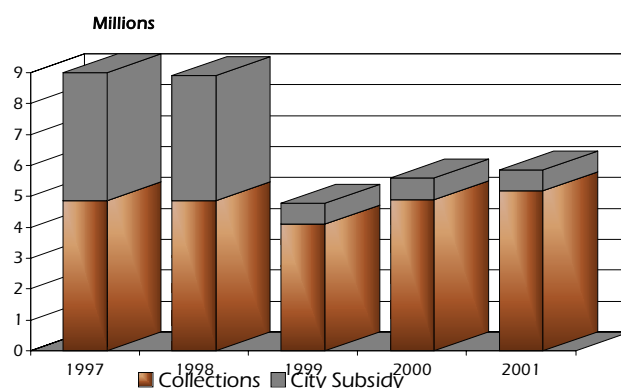
The revenue for this fund is derived from Stormwater fees, \$4,104,048 or 85.7% and a City of Chattanooga General Fund subsidy of \$683,952, or 14.3% of the total revenues.

Below is a chart showing the historical trend of fees collected.

Solid Waste Revenue



Storm Water Revenue



Fund Expenditure Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Actual FY98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
Enterprise Fund						
Interceptor Sewer System	35,240,004	37,348,659	32,724,946	33,225,142	500,196	1.5%
Solid Waste & Sanitation	9,871,176	10,731,714	12,002,394	6,691,545	(5,310,849)	-44.2%
Storm Water Fund	4,499,690	4,322,504	4,788,000	4,788,000	-	0.0%
Total Enterprise Fund	49,610,870	52,402,877	49,515,340	44,704,687	(4,810,653)	-9.7%

Expenses

Interceptor Sewer Fund

Expenses for the Interceptor Sewer System reflect major cost areas: personnel costs; chemical costs for liquid and solid handling; maintenance costs; electricity costs and depreciation. Major capital expenses needed for the Moccasin Bend Wastewater Treatment Plant, such as vehicle replacement, pump replacement and major system repairs occur here. In FY 01/02, the operations and maintenance increased \$500,196, or 1.5%. During FY99 city management implemented a new city wide employee pay plan. One of the biggest single changes in the ISS budget for FY01/02 is the reduction in the cost of sludge disposal due to a change in haulers. This cost is budgeted at \$413,560 for FY01/02 a decrease of \$1,192,772 from the FY00/01 budget of \$1,606,332. In the past, the sludge has been disposed at the landfill without charge or at a minimal charge to the Treatment Plant.

The capital improvement portion of the FY01/02 ISS budget is for \$506,858. This appropriation provides for the renewal and replacement of plant facilities, vehicles and equipment as necessary.

The debt service proposed budget for FY 01/02 decreased \$576,861 from FY 00/01. This change is due to the varying interest and principal payments on bonded debt and/or capital outlay notes required from one fiscal year to the next.

Solid Waste and Sanitation Fund

Expenses in the Solidwaste & Sanitation Fund include:

- Recycle Center
- Waste Disposal - Landfill
- Compost Waste Center
- Debt Service
- Capital Projects

Major expenditures of this fund are personnel costs and vehicle related costs. The Solidwaste Fund budget for FY 01/02 decreased \$5,310,849. This is due to a transferring garbage collection and brush and trash collection to Public Works General Fund and decrease in Solid Waste Reserve which was set up to provide funding for post closure cost for the now closed Summit Landfill.

In February, 1995 the City issued \$13,291,500 General Obligation Bonds for Solidwaste facilities improvements and equipment purchases. This issue provided financing for the capital improvements necessary for the capital requirements of the landfill while the City continues to subsidize the operational costs.

In March, 1998 the city issued \$17,964,294 in new bonded debt to provided for capital improvements at both the Summit Landfill and the new City Landfill located in Birchwood.

In March, 2001 the city issued \$6,734,000 in new bonded debt to provided for capital improvements at the new City Landfill located in Birchwood.

Storm Water Management Fund

As this is an Enterprise Fund , its major revenue is derived from the Storm Water Fee. Expenses in the Storm Water Management Fund include:

- **Personnel**
- **Operations**
- **Capital Projects**

In FY 01/02 Storm Water budgeted expenses did not change overall. The debt service requirement increase by \$180,530 or 8.3%. The City management has a desire to maintain the same level of General Fund support for storm water maintenance and repairs as it was prior to the implementation of the storm water fee.

Enterprise Fund Revenues

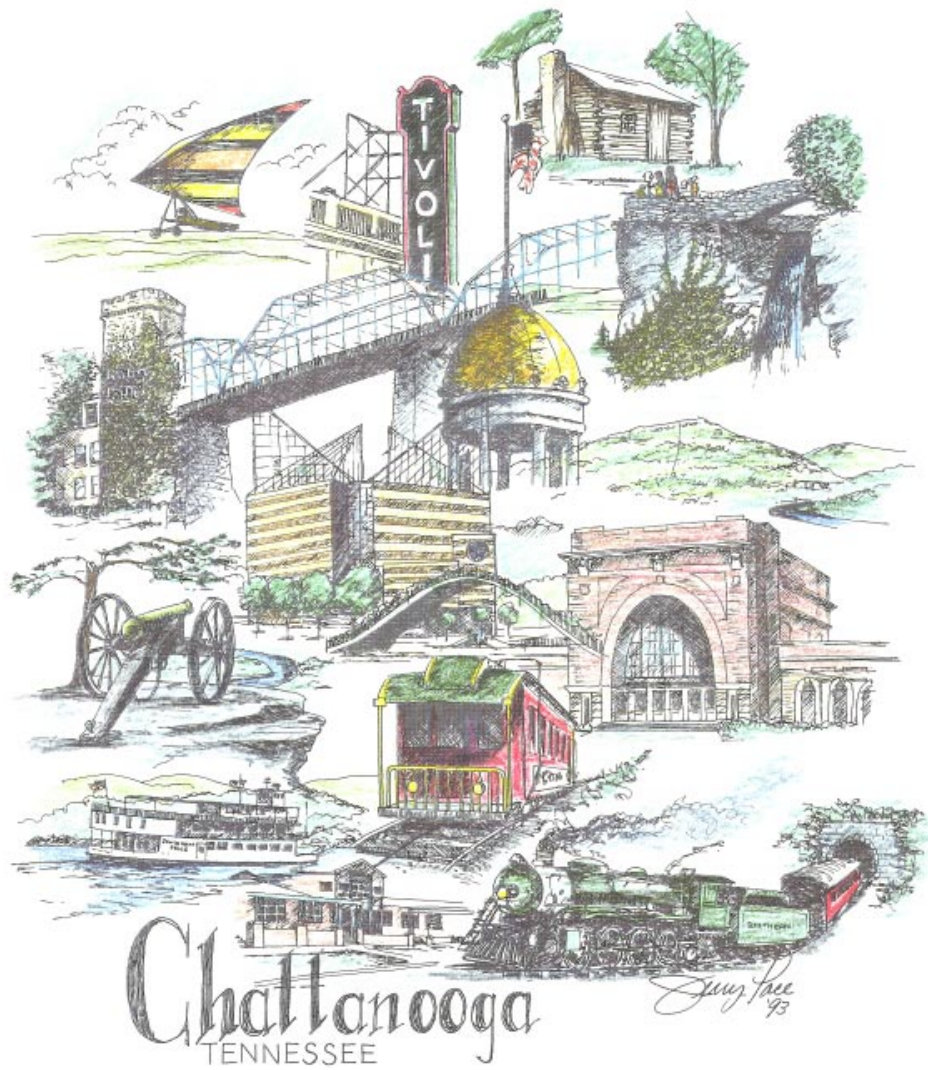
Fiscal Years 1999 - 2002

Revenue Source	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Interceptor Sewer System (Fund 5100):							
Sewer Service Charges	26,977,436	28,665,334	25,359,328	25,721,794	362,466	1.4%	57.54%
Industrial Surcharges	2,389,656	0	2,000,000	2,250,000	250,000	12.5%	5.03%
Septic Tank Charges	93,344	0	51,420	55,302	3,882	7.5%	0.12%
Weelage & Treatment							
Lookout Mountain, TN	138,019	142,624	152,451	149,322	(3,129)	-2.1%	0.33%
Walker County, GA	177,570	268,433	274,631	297,882	23,251	8.5%	0.67%
Collegedale, TN	237,945	261,378	288,747	237,274	(51,473)	-17.8%	0.53%
Soddy-Daisy, TN	55,210	49,832	63,275	70,469	7,194	11.4%	0.16%
East Ridge, TN	960,364	1,081,021	1,063,557	1,035,315	(28,242)	-2.7%	2.32%
Windstone	14,199	19,084	15,651	21,038	5,387	34.4%	0.05%
Hamilton County, TN	101,156	85,806	86,476	172,132	85,656	99.1%	0.39%
Northwest Georgia	0	0	255,866	546,157	290,291	113.5%	1.22%
Lookout Mountain, GA	0	0	19,254	14,664	(4,590)	N/A	0.03%
Rossville, GA	277,013	227,934	231,489	269,858	38,369	16.6%	0.60%
Red Bank, TN	314,239	307,903	337,607	314,977	(22,630)	-6.7%	0.70%
Refund to Regional Users	(23,436)	19,233	0	0	0	N/A	0.00%
Debt Service Northwest Georgia	0	580,185	258,058	0	0		
Industrial User Permits	47,000	51,500	43,000	43,000	0	0.0%	0.10%
Industrial Violation Fines	15,100	5,500	0	0	0	N/A	0.00%
Garbage Grinder Fees	19,343	0	24,136	25,958	1,822	7.5%	0.06%
Miscellaneous Revenue	0	24,359	0	0	0	N/A	0.00%
Sale of Property	0	0	0	0	0	N/A	0.00%
Interest Earnings	2,550,434	2,715,583	2,200,000	2,000,000	(200,000)	-9.1%	4.47%
Total Interceptor Sewer	\$34,344,592	\$34,505,709	\$32,724,946	\$33,225,142	\$758,254	2.3%	74.32%
Solid Waste & Sanitation(Fund 5200):							
Landfill Tipping Fees	5,572,346	5,597,738	5,272,506	1,299,714	(3,972,792)	-75.3%	2.91%
Landfill Permit Fees	4,450	3,107	1,000	1,000	0	0.0%	0.00%
City of Chattanooga Subsidy	5,475,483	7,629,415	6,307,718	5,159,292	(1,148,426)	-18.2%	11.54%
State Sub Recyclable Material	0	69,102	0	85,000	85,000	N/A	0.19%
S/W Surcharge - State	0	0	0	0	0	#DIV/0!	0.00%
Interest	207,199	366,595	343,650	146,539	(197,111)	-57.4%	0.33%
Public Works Capital	2,582,900	0	77,520	0	(77,520)	-100.0%	0.00%
Bio-solids Fees	0	0	0	0	0	N/A	0.00%
Property Rent/Lease/Sale	0	0	0	0	0	N/A	0.00%
Misc Revenues	0	20,033	0	0	0	N/A	0.00%
Total Solid Waste & Sanitation	\$13,842,378	\$13,685,990	\$12,002,394	\$6,691,545	(\$5,310,849)	-44.2%	14.97%
Storm Water (Fund 5300):							
Stormwater Fee	4,850,117	4,946,705	4,104,048	4,104,048	0	0.0%	9.18%
Land Disturbing Permits	0	0	0	0	0	N/A	0.00%
Pollution Prevention Plans	0	0	0	0	0	N/A	0.00%
Public Works Capital (fund 5600)	8,688,368	10,276,344	0	0	0	N/A	0.00%
Misc Revenue	0	1,003	0	0	0	N/A	0.00%
General Fund Subsidy	683,952	683,952	683,952	683,952	0	0.0%	1.53%
Total Stormwater	\$14,222,437	\$15,908,004	\$4,788,000	\$4,788,000	\$0	0.0%	10.71%
Grand Totals:	\$62,409,407	\$64,099,703	\$49,515,340	\$44,704,687	(\$4,552,595)	-9.2%	100.00%

Enterprise Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY01/02	% OF TOTAL
Interceptor Sewer System (Fund 5100):							
<i>Operations & Maintenance:</i>							
Administration	1,133,472	1,182,333	1,171,229	1,172,109	880	0.1%	2.62%
Safety & Training	88,056	81,957	82,276	92,018	9,742	11.8%	0.21%
Laboratory	375,928	423,728	435,712	434,822	(890)	-0.2%	0.97%
Pretreatment/Monitoring	261,853	271,564	285,737	312,104	26,367	9.2%	0.70%
Engineering	136,796	190,817	213,812	226,501	12,689	5.9%	0.51%
Plant Maintenance	1,060,857	1,083,216	1,192,073	1,334,587	142,514	12.0%	2.99%
Sewer Maintenance	651,186	820,492	890,471	992,691	102,220	11.5%	2.22%
Moccasin Bend - Liquid Handling	3,495,396	4,219,940	4,180,108	4,878,717	698,609	16.7%	10.91%
Moccasin Bend - Solid Handling	2,571,117	3,795,372	3,392,553	2,963,966	(428,587)	-12.6%	6.63%
Inflow & Infiltration	557,523	506,085	619,352	623,812	4,460	0.7%	1.40%
Combined Sewer Overflow	8,398	78,933	250,400	460,725	210,325	84.0%	1.03%
Landfill Handling	1,236,000	1,273,080	1,606,332	2,544,372	938,040	58.4%	5.69%
	11,576,582	13,927,517	14,320,055	16,036,424	1,716,369	12.0%	
<i>Pumping Stations</i>							
Mountain Creek	37,605	27,149	36,850	41,556	4,706	12.8%	0.09%
Citico	215,134	247,681	245,150	283,525	38,375	15.7%	0.63%
Friar Branch	74,410	78,468	115,020	117,385	2,365	2.1%	0.26%
Hixson 1,2,3,&4	51,950	68,624	69,068	74,868	5,800	8.4%	0.17%
19th Street	23,316	36,388	54,035	54,035	0	0.0%	0.12%
Orchard Knob	43,473	25,853	44,930	45,980	1,050	2.3%	0.10%
South Chickamauga Creek	163,480	217,207	229,740	319,040	89,300	38.9%	0.71%
Tiftonia 1,2,3	24,022	37,573	31,975	34,100	2,125	6.6%	0.08%
23rd Street	90,485	111,719	131,350	136,040	4,690	3.6%	0.30%
Latta Street	0	0	16,868	21,938	5,070	30.1%	0.05%
Minor Pump Stations	76,764	64,358	0	0	0	N/A	0.00%
Residential Pump Stations	2,612	11,496	11,300	11,300	0	0.0%	0.03%
Murray Hills	3,500	4,568	7,825	19,600	11,775	150.5%	0.04%
Big Ridge 1 - 5	14,667	47,396	36,750	60,950	24,200	65.9%	0.14%
Highland Park	4,586	4,429	26,660	31,470	4,810	18.0%	0.07%
Dupont Parkway	4,781	6,187	24,220	24,220	0	0.0%	0.05%
VAAP	6,073	3,716	3,110	4,610	1,500	48.2%	0.01%
Northwest Georgia	3,896	45,509	34,220	124,220	90,000	263.0%	0.28%
Brainerd	0	0	14,400	12,200	(2,200)	-15.3%	0.03%
East Brainerd	0	1,046	26,300	66,850	40,550	154.2%	0.15%
North Chattanooga	0	7,358	8,975	12,100	3,125	34.8%	0.03%
South Chattanooga	0	0	4,200	3,225	(975)	-23.2%	0.01%
Ooltewah-Ringgold	0	0	0	80,050	80,050	N/A	0.18%
	840,754	1,046,725	1,172,946	1,579,262	406,316	34.6%	
Depreciation	7,789,330	8,041,211	0	0	0	N/A	0.00%
Capital Improvements Program	510,141	488,410	500,000	500,000	0	0.0%	1.12%
<i>Debt Service & Reserve</i>							
Principal	7,274,713	8,095,454	8,430,511	8,364,046	(66,465)	-0.8%	18.71%
Interest	7,233,713	5,605,859	6,686,146	6,175,750	(510,396)	-7.6%	13.81%
Service Charges	8,031	4,440	15,000	15,000	0	0.0%	0.03%
Trfrs to ISS Const Trust	0	139,043	0	0	0	N/A	0.00%
Reserve Coverage	0	0	1,511,666	554,660	(957,006)	-63.3%	1.24%
	14,516,457	13,844,796	16,643,323	15,109,456	(1,533,867)	-9.2%	
Reserve for Contingencies	6,740	0	88,622		(88,622)	-100.0%	0.00%
Total Interceptor Sewer	\$35,240,004	\$37,348,659	\$32,724,946	\$33,225,142	\$500,196	1.5%	74.32%
Solid Waste & Sanitation(Fund 5200):							
Garbage Collection	2,592,840	2,789,532	2,711,587	0	(2,711,587)	-100.0%	0.00%
Recycle	818,838	815,898	628,460	652,851	24,391	3.9%	1.46%
Capital Improvements	0	6,910	0	0	0	N/A	0.00%
Brush & Trash Collection	1,944,600	1,981,222	2,167,588	0	(2,167,588)	-100.0%	0.00%
Sanitary Landfill (Summitt)	1,269,708	116,698	123,650	1,533,794	1,410,144	1140.4%	3.43%
Waste Disposal - City Landfill	414,786	1,697,872	1,586,984	146,539	(1,440,445)	-90.8%	0.33%
Compost Waste Recycle	510,959	590,960	726,790	697,504	(29,286)	-4.0%	1.56%
Household Hazardous Waste	1,126	182,430	100,000	100,000	0	0.0%	0.22%
Solid Waste Reserve	0	0	1,119,574	313,423	(806,151)	-72.0%	0.70%
Renewal & Replacement	44,163	15,694	86,900	25,000	(61,900)	-71.2%	0.06%
Depreciation and Bad Debt	830,855	1,086,210	0	0	0	N/A	0.00%
Debt Service	1,443,301	1,448,288	2,750,861	3,222,434	471,573	17.1%	7.21%
Total Solid Waste & Sanitation	\$9,871,176	\$10,731,714	\$12,002,394	\$6,691,545	(\$5,310,849)	-44.2%	14.97%
Storm Water (Fund 5300):							
Stormwater Management	2,513,579	2,387,861	2,474,821	1,346,722	(1,128,099)	-45.6%	3.01%
Stormwater Operations	0	0	0	1,049,360			
Renewal & Replacement	83,711	57,124	78,086	77,600	(486)	-0.6%	0.17%
Capital Improvement	332,230	294	62,156	0	(62,156)	-100.0%	0.00%
Depreciation and Bad Debt	442,917	749,430	0	0	0	N/A	0.00%
Debt Service	1,127,253	1,127,795	2,172,937	2,314,318	141,381	6.5%	5.18%
Total Stormwater	\$4,499,690	\$4,322,504	\$4,788,000	\$4,788,000	(\$1,049,360)	-21.9%	10.71%
Grand Totals:	\$49,610,870	\$52,402,877	\$49,515,340	\$44,704,687	(\$5,860,013)	-11.8%	100.00%



Internal Service Funds

Fund Structure

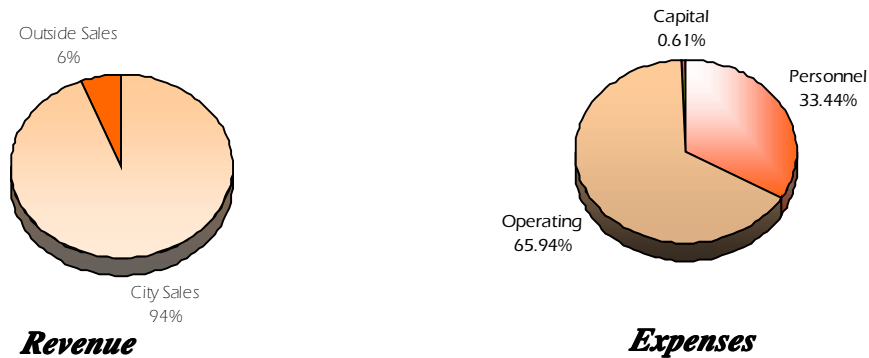
Internal Service Funds are used to provide goods or services to other governmental operating units such as departments, bureaus, and agencies. The cost associated with providing these goods or services are usually recovered from those governmental units that receive benefits. The basis of budgeting for these funds is full accrual.

Municipal Fleet Services Fund accounts for revenues and expenditures associated with the operation of the City's garage and gasoline services. The cost for these services are paid by the departments and agencies of City government.

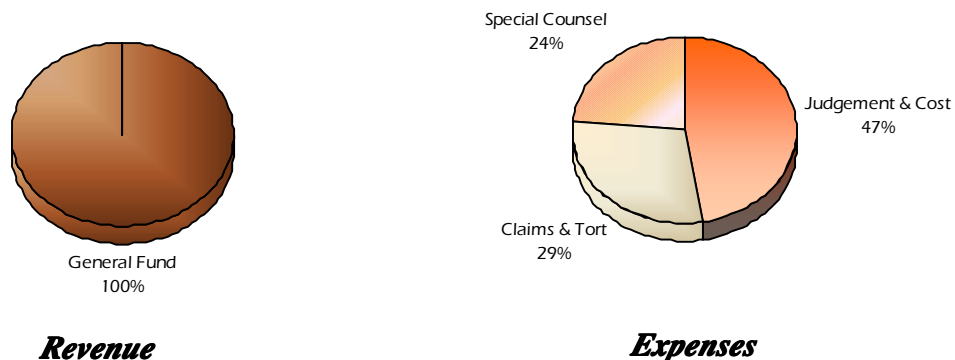
Liability Insurance fund accounts for the City self-insurance programs for liability claims and losses due to liabilities arising under the laws of State and Federal governments. The costs for these programs are funded through premiums paid by the departments and agencies of City government.

Fiscal Year 2001/2002

Municipal Fleet Service



Liability Insurance



Fund Revenue Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Actual FY 98/99	Actual FY99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
Internal Service Fund						
Municipal Services	6,367	6,956	7,400	9,000	1,600	21.6%
Liability Insurance Fund	983	950	1,150	850	(300)	-26.1%
Total Internal Service Fund	7,350	7,906	8,550	9,850	1,300	15.2%

Revenues

Municipal Fleet Services Fund

Service Stations and Garages. Revenues to operate, maintain, and finance the Fleet Service areas are derived primarily from sales of fuel, parts and labor to City divisions and outside areas like agencies.

The garages and services stations collections and rates have remained constant over the past years. It is designed that everyone pay a \$45 per hour charge for garage services and although gas prices fluctuated last fiscal year, they still remain lower than purchasing from an outside source. For budgeting or planning purposes during FY02, gasoline will be billed @ \$1.35 per gallon, diesel price will be \$1.15 per gallon.

Liability Insurance Fund

Revenues to operate this fund is primarily a transfer from the General Fund. Looking at the summary, things have remained fairly constant over the past four years. The premium requirement from General Fund fluctuates from fiscal year to fiscal year depending on the outstanding liabilities and the potential outcome as advise by the City Attorney's Office.

Fund Expenditure Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Actual FY 98/99	Actual FY99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
Internal Service Fund						
Municipal Services	6,661	7,781	7,400	9,000	1,600	21.6%
Liability Insurance Fund	983	1,433	1,150	850	(300)	-26.1%
Total Internal Service Fund	7,644	9,214	8,550	9,850	1,300	15.2%

Expenses

Municipal Fleet Services Fund

Expenditures for these funds are primarily the salaries, fringes, and inventory supplies.

The Service Station's cost for salaries has decreased over the past few years due to a reduction in positions. As equipment replacements are made with more up to date, self sufficient equipment, it was decided the positions would not be filled.

On the other side, the Garage's cost for salaries and fringes have increased over the years. Although few additional positions are being added, there have been numerous upgrade to positions not filled to accommodate their demands. For FY02, all city employees received a pay adjustment. This adjustment was made up of first adding \$500 to the pay plan base then increasing by 2% for cost of living. Labor costs remained constant at \$45 per hour.

Liability Insurance Fund

Looking at the expense summary, things have remained fairly constant over the past few years. The increase in fiscal year 1999 and 2000 was mainly due to an increase in Special Counsel. During this time the mayor wanted the city to investigate the feasibility of acquiring the local water supplier. Several external consultants and professionals were utilized during the project.

Internal Service Fund Revenues

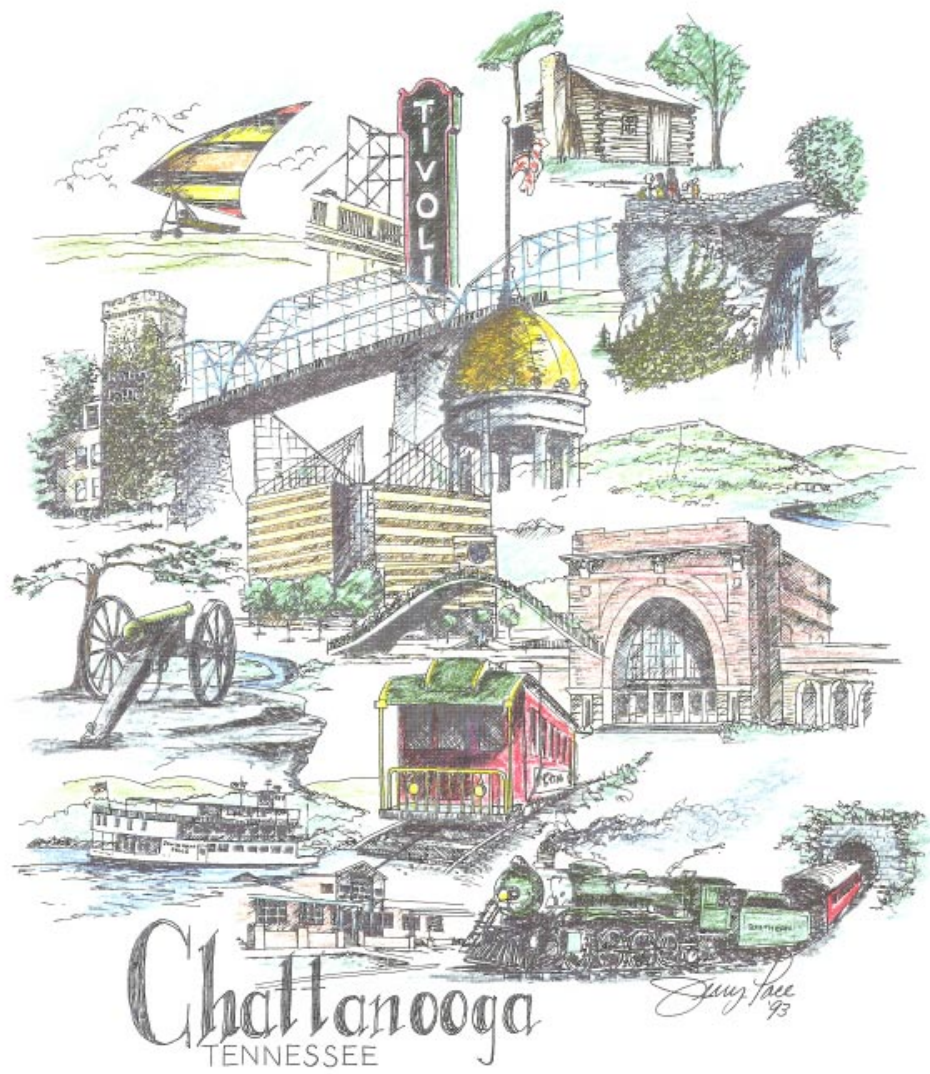
Fiscal Years 1999 - 2002

Revenue Source	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Municipal Service Station (Fund 6100):							
Amnicola Service Station:							
Sale of Surplus Equip/Scrap	0	18	0	0	0	N/A	0.00%
Fleet Fuel- City Sales	434,777	432,451	514,381	700,000	185,619	36.1%	7.11%
Fleet Fuel - Outside Sales	854	3,125	985	1,000	15	1.5%	0.01%
Total Amnicola Station	435,631	435,594	515,366	701,000	185,634	36.0%	7.12%
12th & Park Service Station:							
Sale of Surplus Equip/Scrap	180	0	0	0	0	N/A	0.00%
Fleet Fuel- City Sales	803,489	842,424	939,999	1,239,000	299,001	31.8%	12.58%
Fleet Fuel - Outside Sales	38,098	37,345	43,978	60,000	16,022	36.4%	0.61%
Total 12th & Park Station	841,767	879,769	983,977	1,299,000	315,023	32.0%	13.19%
Total Municipal Service Station	\$1,277,398	\$1,315,363	\$1,499,343	\$2,000,000	500,657	33.4%	20.30%
Municipal Garage (Fund 6101)							
Amnicola Garage:							
Sale of Surplus Equip/Scrap	1,540	1,379	0	0	0	N/A	0.00%
Misc Revenue	1,683	823	2,479	2,250	(229)	-9.2%	0.02%
Fleet - Sale of Parts	1,157,431	1,247,838	1,342,319	1,500,000	157,681	11.7%	15.23%
Outside Sale of Parts	177,901	242,679	205,357	300,000	94,643	46.1%	3.05%
Sales - Labor	875,857	992,563	1,017,286	1,200,000	182,714	18.0%	12.18%
Outside Sales - Labor	73,260	137,270	84,566	150,000	65,434	77.4%	1.52%
Total Amnicola Garage	2,287,672	2,622,552	2,652,007	3,152,250	500,243	18.9%	32.00%
12th & Park Garage:							
Sale of Surplus Equip/Scrap	198	0	0	0	0	N/A	0.00%
Misc Revenue	0	0	2,479	2,250	(229)	-9.2%	0.02%
Fleet - Sale of Parts	1,655,417	1,880,895	1,917,163	2,435,500	518,337	27.0%	24.73%
Outside Sale of Parts	3,195	2,708	3,688	5,000	1,312	35.6%	0.05%
Sales - Labor	1,139,792	1,132,941	1,321,958	1,400,000	78,042	5.9%	14.21%
Outside Sales - Labor	2,914	1,839	3,362	5,000	1,638	48.7%	0.05%
Total 12th & Park Garage	2,801,516	3,018,383	3,248,650	3,847,750	599,100	18.4%	39.06%
Total Municipal Garage	\$5,089,188	\$5,640,935	\$5,900,657	\$7,000,000	1,099,343	18.6%	71.07%
Total Fleet Services	\$6,366,586	\$6,956,298	\$7,400,000	\$9,000,000	\$1,600,000	21.6%	91.37%
Liability Insurance Fund (6200)							
General Fund Transfer -1100	982,680	950,000	1,150,000	850,000	(300,000)	-26.1%	8.63%
	982,680	950,000	1,150,000	850,000	(300,000)	-26.1%	8.63%
Grand Total:	\$7,349,266	\$7,906,298	\$8,550,000	\$9,850,000	\$1,300,000	15.2%	100.00%

Internal Service Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Municipal Service Station (6100):							
<i>Amnicola Service Station</i>							
Purchase Services	5,368	262	7,500	15,000	7,500	100.0%	0.15%
Materials & Supplies	0	0	0	0	0	N/A	0.00%
Vehicle Operation Expenses	5,470	1,573	0	0	0	N/A	0.00%
Inventory Supplies	211,408	366,240	505,365	585,000	79,635	15.8%	5.94%
Capital Outlay	0	0	0	0	0	N/A	0.00%
Gov'tl Charges, Taxes, Fees, Misc.	17,939	24,432	2,500	0	(2,500)	-100.0%	0.00%
Total Amnicola Station	240,185	392,507	515,365	600,000	84,635	16.4%	6.09%
<i>12th & Park Service Station</i>							
Salaries & Wages	32,096	32,553	41,282	56,000	14,718	35.7%	0.57%
Fringes	7,047	7,908	8,386	14,000	5,614	66.9%	0.14%
Purchase Services	6,392	10,819	8,745	9,000	255	2.9%	0.09%
Materials & Supplies	5,351	566	9,328	10,000	672	7.2%	0.10%
Travel	0	0	1,166	1,000	(166)	-14.2%	0.01%
Vehicle Operation Expenses	14,942	18,147	23,320	20,000	(3,320)	-14.2%	0.20%
Inventory Supplies	434,515	750,150	876,593	1,274,000	397,407	45.3%	12.93%
Capital Outlay	0	50,635	13,992	15,000	1,008	7.2%	0.15%
Gov'tl Charges, Taxes, Fees, Misc.	875	500	1,166	1,000	(166)	-14.2%	0.01%
Total 12th & Park Station	501,218	871,278	983,978	1,400,000	416,022	42.3%	14.21%
Total Municipal Service Station	\$741,403	\$1,263,785	\$1,499,343	\$2,000,000	500,657	33.4%	20.30%
Municipal Garage (Fund 6101)							
<i>Amnicola Garage - Repair & Maint.</i>							
Salaries & Wages	837,389	936,240	928,342	1,120,000	191,658	20.6%	11.37%
Fringes	170,275	204,191	214,677	224,000	9,323	4.3%	2.27%
Purchase Services	81,908	84,994	87,450	100,000	12,550	14.4%	1.02%
Materials & Supplies	48,048	33,146	46,640	45,000	(1,640)	-3.5%	0.46%
Travel	901	2,311	1,039	1,500	461	44.4%	0.02%
Vehicle Operation Expenses	105,065	88,060	116,600	120,000	3,400	2.9%	1.22%
Insurance, Claims, Damages	0	0	0	1,500	1,500	N/A	0.02%
Inventory Supplies	1,015,423	1,211,852	945,300	1,100,000	154,700	16.4%	11.17%
Capital Outlay	49,298	(10,719)	17,490	20,000	2,510	14.4%	0.20%
Gov'tl Charges, Taxes, Fees, Misc.	375,077	392,617	294,469	468,000	173,531	58.9%	4.75%
Total Amnicola Garage	2,683,384	2,942,692	2,652,007	3,200,000	547,993	20.7%	32.49%
<i>12th & Park Garage - Repair & Maint.</i>							
Salaries & Wages	1,171,279	1,108,727	1,731,049	1,330,000	(401,049)	-23.2%	13.50%
Fringes	232,944	259,311	441,942	266,000	(175,942)	-39.8%	2.70%
Purchase Services	38,296	78,761	44,308	80,000	35,692	80.6%	0.81%
Materials & Supplies	56,324	65,101	64,130	80,000	15,870	24.7%	0.81%
Travel	1,112	147	1,166	5,000	3,834	328.8%	0.05%
Vehicle Operation Expenses	149,430	116,884	116,600	200,000	83,400	71.5%	2.03%
Inventory Supplies	1,260,713	1,683,154	830,799	1,532,000	701,201	84.4%	15.55%
Capital Outlay	40,219	(23,459)	1,166	20,000	18,834	1615.3%	0.20%
Gov'tl Charges, Taxes, Fees, Misc.	286,184	286,242	17,490	287,000	269,510	1540.9%	2.91%
Total 12th & Park Garage	3,236,501	3,574,868	3,248,650	3,800,000	551,350	17.0%	38.58%
Total Municipal Garage	\$5,919,885	\$6,517,560	\$5,900,657	\$7,000,000	1,099,343	18.6%	71.07%
Total Fleet Services	\$6,661,288	\$7,781,345	\$7,400,000	\$9,000,000	\$1,600,000	21.6%	91.37%
Liability Insurance Fund (6200)							
General Fund Transfer -1100	982,680	1,432,842	1,150,000	850,000	(300,000)	-26.1%	8.63%
Total Liability Insurance	982,680	1,432,842	1,150,000	850,000	(300,000)	-26.1%	8.63%
Grand Totals	\$7,643,968	\$9,214,187	\$8,550,000	\$9,850,000	\$1,300,000	15.2%	100.00%



Fiduciary Funds

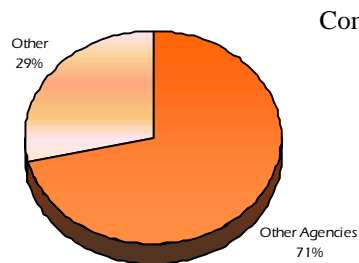
Fund Structure

The Fiduciary Funds are held by the government unit either as a trustee or an agent for others. The City of Chattanooga established the Community Development Fund to account for a major federal entitlement grant which funds a variety of programs and services within Chattanooga. This is a very important source of funding for Chattanooga, as without it several programs, projects and services would have to be incorporated into the City's operating budget, or be eliminated altogether. The basis of budgeting is modified accrual. All funds are included in the Economic & Community Development Fund. As of June 30, 2001 the budgeted revenue and expenses were as followed:

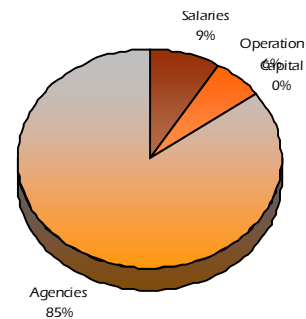
	Budgeted Revenue & Expenses	Actual Revenues	Actual Expenses
Economic & Community Development	\$3,822,000	\$4,197,446	\$4,097,328
CD - Home Program	\$1,434,000	\$1,827,700	\$1,834,714

The FY 2002 budget for Economic & Community Development is \$3,762,000 while the 2002 budget for CD – Home Program is \$1,649,000.

Fiscal Year 2001/2002

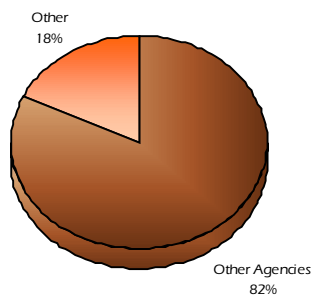


Revenues

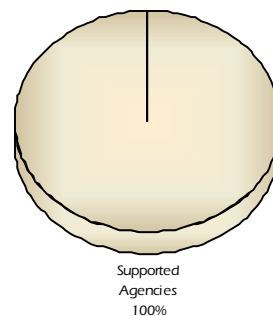


Expenses

Community Development - Home Program



Revenues



Expenses

Fund Revenue Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Budget FY 98/99	Budget FY99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
Fiduciary Fund						
Community Development	3,811	4,105	3,822	3,762	(60)	-1.6%
CD - HOME Improvements	1,226	1,416	1,434	1,649	215	15.0%
<i>Total Fiduciarys Fund</i>	5,037	5,521	5,256	5,411	155	2.9%

Revenues

Economic & Community Development

Approval for this funding is done by the U.S. Department of Housing and Urban Development on an annual basis, which accounts for the fluctuation in the revenues received each year. When the funding decreases, the City must make budget decisions which will suit the community as a whole, by either shifting priorities to accommodate the completion of Community Development plans or hold up on them, waiting for next year's funding.

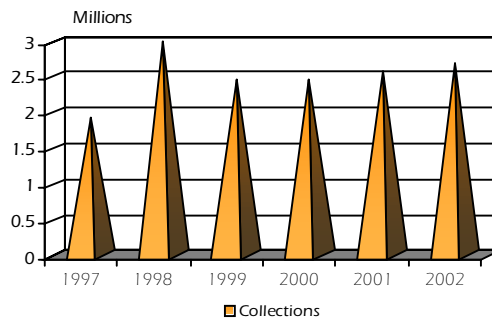
The total increase for this fund is \$155,000. This increase in the fund is due to the changes in grant funding during the City's fiscal year. As with most federal funds these sources are allocated to the City based on the Federal Government's budget year which is different from the city's fiscal reporting year and may vary from year to year.

Historically, an analysis of Community Development Block Grant Funds received by the City reflects the variation in funding from year to year.

Home Investment Program

The total increase for this program is \$215,000. This increase is due to the changes in grant funding during the City's fiscal year. As with most federal funds these sources are allocated to the City based on the Federal Government's budget year which is different from the city's fiscal reporting year and may vary from year to year.

Historically, an analysis of Community Development Block Grant Funds received by the City reflects the variation in funding from year to year.



Fund Expenditure Summary
Fiscal Year Ending June 30, 2002
(expressed in \$1,000)

Fund Type:	Budget FY 98/99	Budget FY99/00	Budget FY 00/01	Budget FY 01/02	Budget '02 Increase (Decrease)	% CHANGE FY 01/02
Fiduciary Fund						
Community Development	3,811	4,105	3,822	3,762	(60)	-1.6%
CD - HOME Improvements	1,226	1,416	1,434	1,649	215	15.0%
<i>Total Fiduciarys Fund</i>	5,037	5,521	5,256	5,411	155	2.9%

Expenses

Economic & Community Development

The Fiduciary funds receive federal grants directly from HUD as well as grants administered through the State of Tennessee. Each year the expenses from one block grant year to the next spans multiple fiscal years because the City's fiscal year is different than the Federal government fiscal year. The federal funding is on a draw down basis as expended by the entity, therefore due to the spending rate of specific qualified programs the expenses will vary from year to year.

Federal guidelines are followed by the City in expending Economic & Community Development and Home Investment Funds. These are subject to federal audit at any time, and are also included in the City's annual audit. The expenditures are confined mostly to the blighted areas of Chattanooga.

Fiduciary Fund Revenues

Fiscal Years 1999 - 2002

Revenue Source	Budget FY 98/99	Budget FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Economic & Community Development (Fund 2105):							
Community Development Block Grant	2,452,000	2,467,000	2,559,000	2,682,000	123,000	4.8%	49.57%
Fund Balance	143,000	0	0	0	0	N/A	0.00%
Emergency Shelter	94,000	88,000	87,000	90,000	3,000	3.4%	1.66%
State Housing Dept Grant	90,000	150,000	0	0	0	N/A	0.00%
Shelter Plus Care Grant	90,000	0	0	0	0	N/A	0.00%
Rental Rehab Grant	0	0	0	0	0	N/A	0.00%
Interest Income	0	0	0	0	0	N/A	0.00%
Other Income	0	0	0	0	0	N/A	0.00%
Property Rental	0	0	0	0	0	N/A	0.00%
Private Foundation Grant	0	0	0	0	0	N/A	0.00%
Program Income	941,644	1,400,000	1,176,000	990,000	(186,000)	-15.8%	18.30%
Total Economic & Community Development	\$3,810,644	\$4,105,000	\$3,822,000	\$3,762,000	(60,000)	-1.6%	69.53%
Economic & Community Development - HOME Program							
Federal Grant (HOME)	1,126,000	1,216,000	1,214,000	1,349,000	135,000	11.1%	24.93%
Fund Balance	0	0	0	0	0	N/A	0.00%
Program Income	100,000	200,000	220,000	300,000	80,000	36.4%	5.54%
Total Economic & Community Development (HOME)	\$1,226,000	\$1,416,000	\$1,434,000	\$1,649,000	215,000	15.0%	30.47%
Grand Totals:	\$5,036,644	\$5,521,000	\$5,256,000	\$5,411,000	155,000	2.9%	100.00%

Fiduciary Fund Expenditures

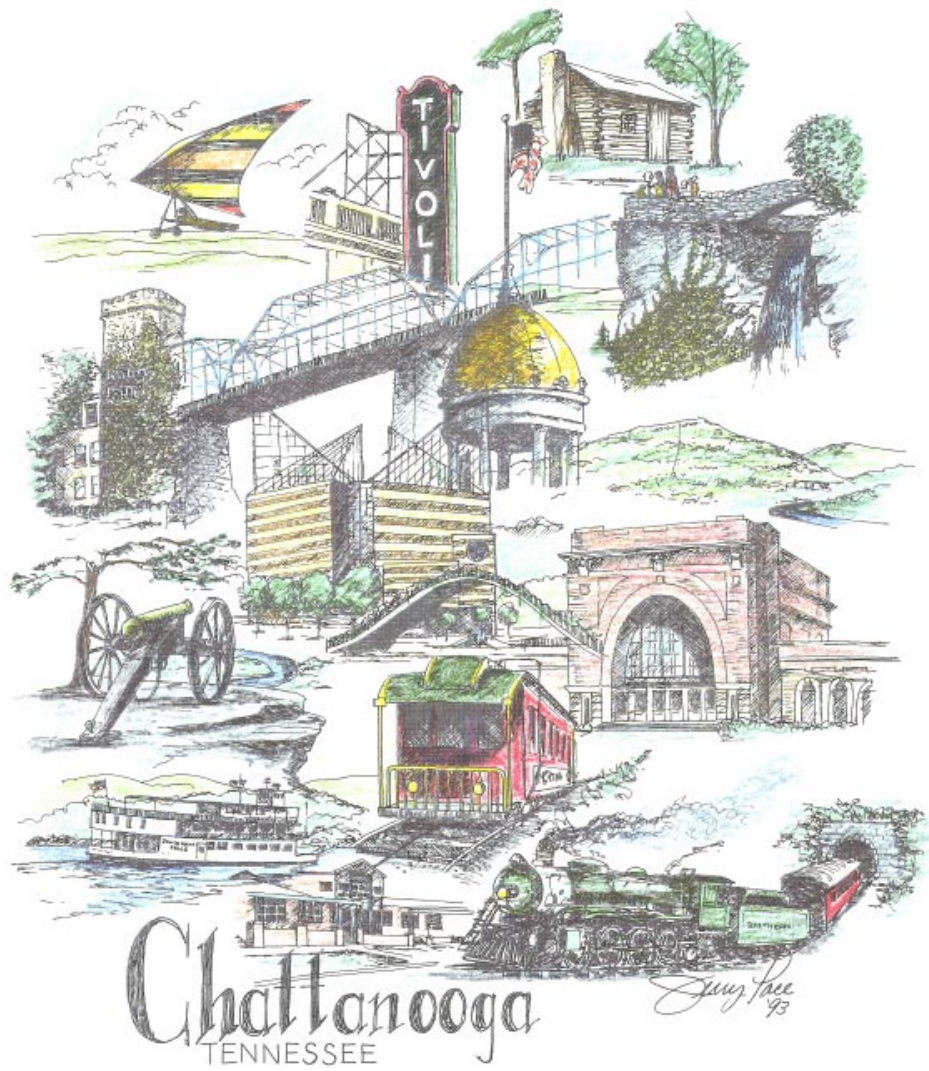
Fiscal Years 1999 - 2002

Expenditures	Budget FY 98/99	Budget FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Economic & Community Development (Fund 2105):							
28th Legislative District CDC	0	50,000	45,000	22,600	(22,400)	-49.8%	0.42%
Allied Arts	0	0	70,000	100,000	30,000	42.9%	1.85%
Alton Park & Dodson Avenue Health Center	0	86,650	86,650	0	(86,650)	-100.0%	0.00%
Bethlehem Community Development Credit Ur	300,000	35,000	25,882	0	(25,882)	-100.0%	0.00%
Better Housing Commission	0	0	0	0	0	N/A	0.00%
Boy Scout of America	0	0	0	46,500	46,500	N/A	0.86%
CADAS	56,425	0	50,000	150,000	100,000	200.0%	2.77%
CCHDO	0	16,000	0	0	0	N/A	0.00%
CD Office Administration & Planning	439,625	471,476	843,269	500,000	(343,269)	-40.7%	9.24%
CD Planning	0	142,024	0	67,400	67,400	N/A	1.25%
Chattanooga Area Food Bank	35,000	0	0	0	0	N/A	0.00%
Chattanooga Area Urban League	0	0	0	0	0	N/A	0.00%
Chattanooga CARES	0	0	0	0	0	N/A	0.00%
Chattanooga Homeless Coalition	0	0	0	34,000	34,000	N/A	0.63%
Chattanooga Housing Authority	110,000	66,000	0	0	0	N/A	0.00%
Chattanooga Human Services	0	200,000	0	35,000	35,000	N/A	0.65%
Chattanooga Neighborhood Services	0	0	0	75,000	75,000	N/A	1.39%
Chattanooga Neighborhood Enterprise - CHA	1,014,081	1,741,000	1,130,718	1,225,000	94,282	8.3%	22.64%
Children's Advocacy Center	0	0	0	0	0	N/A	0.00%
Community Housing Resource Bd	0	0	0	10,000	10,000	N/A	0.18%
Community Kitchen	0	0	0	0	0	N/A	0.00%
Contingency	0	33,178	0	400,000	400,000	N/A	7.39%
Dismas	0	0	0	0	0	N/A	0.00%

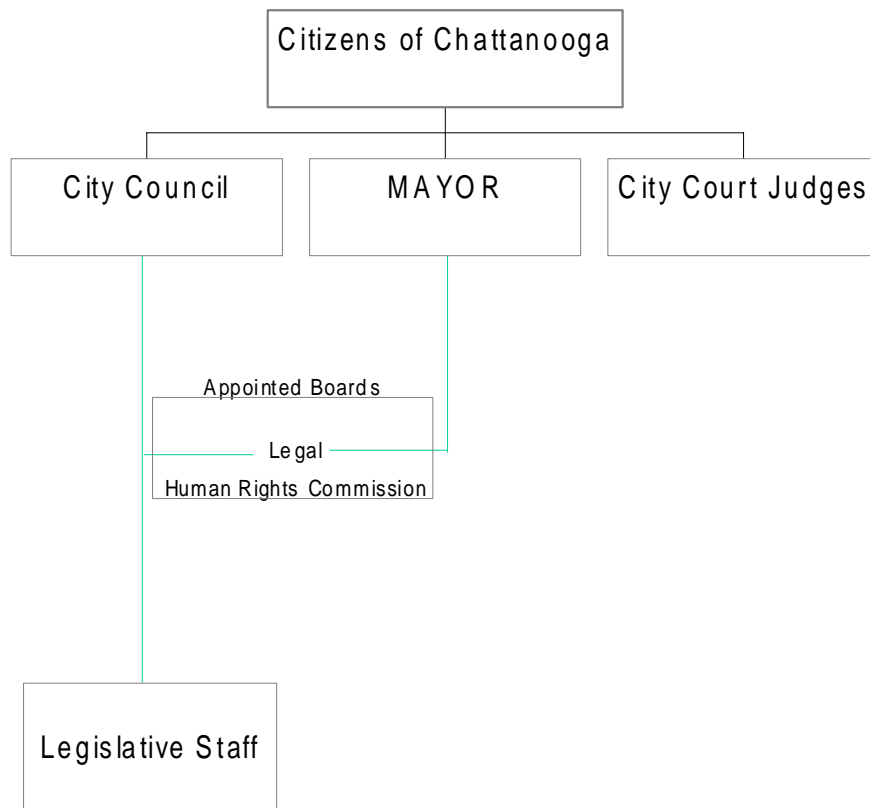
Fiduciary Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Budget FY 98/99	Budget FY 99/00	Budget FY 00/01	Budget FY 01/02	% CHANGE		% OF TOTAL
					BUDGET '02 INC/(DEC)	FY 01/02	
Emergency Shelter - Community Kitchen	0	0	0	0	0	N/A	0.00%
Emergency Shelter - Dismas House	12,163	51,600	0	0	0	N/A	0.00%
Emergency Shelter - Family & Children's Service	53,837	50,217	68,012	67,227	(785)	-1.2%	1.24%
Emergency Shelter - Interfaith Hospitality Netw	15,000	18,817	3,500	0	(3,500)	-100.0%	0.00%
Emergency Shelter - Room In the Inn	13,000	18,966	15,488	22,773	7,285	47.0%	0.42%
Family & Children's Services	0	27,437	62,000	64,500	2,500	4.0%	1.19%
Friendship Haven	0	0	45,000	0	(45,000)	-100.0%	0.00%
General Services	125,000	325,000	290,000	0	(290,000)	-100.0%	0.00%
Girl's Incorporated	0	87,500	0	0	0	N/A	0.00%
Good Neighbor's Housing, Inc.	0	17,600	0	100,000	100,000	N/A	1.85%
Habitat	92,510	0	0	0	0	N/A	0.00%
HOPE for Chattanooga	24,000	5,000	0	0	0	N/A	0.00%
Hosanna	15,000	0	0	0	0	N/A	0.00%
Inner City Development Center - CDBG	300,000	0	345,000	300,000	(45,000)	-13.0%	5.54%
Inner City Ministries	100,000	30,235	0	0	0	N/A	0.00%
Interfaith Hospitality Network of Greater Chattai	0	20,000	51,500	0	(51,500)	-100.0%	0.00%
Jefferson Heights Neighborhood Coalition	9,713	0	0	0	0	N/A	0.00%
Maurice Kirby Child Care Center	0	11,000	0	0	0	N/A	0.00%
Metropolitan Council for Community Services	7,600	0	0	0	0	N/A	0.00%
Neighborhood Services	0	50,000	150,000	0	(150,000)	-100.0%	0.00%
Northside Neighborhood House	0	0	0	0	0	N/A	0.00%
Parks & Recreation	250,000	92,450	40,200	50,000	9,800	24.4%	0.92%
Police Athletic League	0	0	40,000	0	(40,000)	-100.0%	0.00%
Police Dept - City of Chatt	0	0	200,000	0	(200,000)	-100.0%	0.00%
Public Works	560,300	0	0	0	0	N/A	0.00%
Room in the Inn	0	4,000	86,000	100,000	14,000	16.3%	1.85%
Scenic City Drum & Bugle Corps	0	59,000	0	72,000	72,000	N/A	1.33%
Shelter Plus Care	0	0	0	0	0	N/A	0.00%
Southeast Tennessee Historical District	0	0	11,000	0	(11,000)	-100.0%	0.00%
Southeast Tennessee Legal Services	0	10,800	35,000	0	(35,000)	-100.0%	0.00%
Special Transit Services, Inc.	41,800	20,700	19,200	0	(19,200)	-100.0%	0.00%
St. Elmo/Alton Park Partners	0	0	0	10,000	10,000	N/A	0.18%
Tennessee Temple	0	0	0	200,000	200,000	N/A	3.70%
THDA House - CNE	0	150,000	0	0	0	N/A	0.00%
THDA-ICDC	0	0	0	40,000	40,000	N/A	0.74%
THDA-Scenic View CDC	0	0	0	50,000	50,000	N/A	0.92%
USDC - EDA	90,000	0	0	0	0	N/A	0.00%
United Methodist Center (Bethlehem)	0	62,500	0	10,000	10,000	N/A	0.18%
United Way Center for NonProfits	0	50,850	32,500	10,000	(22,500)	-69.2%	0.18%
University of Tennessee at Chattanooga	100,000	0	0	0	0	N/A	0.00%
Urban Renewal Project	0	0	0	0	0	N/A	0.00%
VITAL Center	45,590	0	0	0	0	N/A	0.00%
Westside Community Development/Jr. League	0	100,000	76,081	0	(76,081)	-100.0%	0.00%
Total Economic & Community Development	\$3,810,644	\$4,105,000	\$3,822,000	\$3,762,000	(60,000)	-1.6%	69.53%
Economic & Community Development - HOME Program:							
Administrative & Planning	160,000	0	0	0	0	N/A	0.00%
28th Legislative District CDC	0	0	0	127,400	127,400	N/A	2.35%
Chatt. Community Housing Dev. Organ. Operat	35,000	457,000	50,000	142,200	92,200	184.4%	2.63%
Chatt. Community Housing Dev. Organ. Project	200,000	0	185,000	0	(185,000)	-100.0%	0.00%
Rental Housing Rehab Projects/CNE	831,000	959,000	0	0	0	N/A	0.00%
Homeowner Rehab Projects/CNE	0	0	1,115,000	1,379,400	264,400	23.7%	25.49%
Hope for Chattanooga	0	0	84,000	0	(84,000)	-100.0%	0.00%
ICDC Housing Projects	0	0	0	0	0	N/A	0.00%
Total Economic & Community Development (H)	\$1,226,000	\$1,416,000	\$1,434,000	\$1,649,000	215,000	15.0%	30.47%
Grand Totals:	\$5,036,644	\$5,521,000	\$5,256,000	\$5,411,000	155,000	2.9%	100.00%



Department of General Government



The General Government section contains legal and legislative functions of government that pertain to the general day to day operations of the City of Chattanooga, as well as appropriations for most agencies and nonprofit organizations or other special funds to which the City contributes funding. The City Council Office and City Court Judge's Office represent the elected officials of the City and their respective operations. The City Attorney's Office represents the City in all legal matters, litigating on behalf of the City, as well as providing legal advice to the governing body and other departments where appropriate.

Other functions in the General Government section include funding to pay for public relations functions and memberships in organizations such as the National League of Cities and the Tennessee Municipal League. Funds are also provided for promotion of the city through various means as determined by the Mayor or the City Council. Administrative expenses for the annual audit, various general studies and surveys which the City deems necessary are administered through this department.



Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Exec Office of the Mayor	527,021	510,024	578,253	-
City Council Office	470,434	504,932	562,144	571,955
Office of City Court Judges	318,204	349,268	659,618	619,397
Office of City Attorney	650,023	594,626	629,024	698,285
Other General Government Activities	23,634,071	29,803,569	26,955,406	31,089,008
Total Expenditures	25,599,753	31,762,419	29,384,445	32,978,645

Category Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	1,262,755	1,291,658	1,623,754	1,187,051
Operating	22,802,770	28,073,432	26,190,691	30,255,494
Capital	1,534,228	2,397,329	1,570,000	1,536,100
Total Expenditures	25,599,753	31,762,419	29,384,445	32,978,645
Per Capita	\$ 172.04	\$ 215.34	\$ 201.68	\$ 212.01
Positions Authorized	13	14	15	15



Supported Agencies

Supported agencies are primarily in two different categories. The first category is appropriations to special funds that are either jointly supported with Hamilton County and / or some other agency which are accounted for in another fund on the City's books. These include the Library, Planning Commission, and the Air Pollution Control Bureau. The second category is appropriations to other organizations which the City Government determines meet the definition of serving a public purpose which are not accounted for on the City's books. These include agencies such as the Chattanooga Area Regional Transportation Authority (CARTA). The following descriptions give a short explanation of each general government agency. Some of the appropriations are for closed-ended programs, but most are for ongoing programs or agencies which the City Government supports on a continual basis. Figures are provided for Fiscal Year 2001/2002.

Air Pollution Control Bureau

The overall mission is to achieve and maintain levels of air quality which will protect human health and safety and prevent injury to plant and animal life and property. The Chattanooga Area has progressed from being listed as one of the nation's dirtiest cities in the late 1960's to being held out as a model of improvement. The City currently meets all federal air quality standards.

The bureau provides a program of air pollution prevention, abatement, and control to foster the health, comfort and convenience of all citizens of Hamilton County.

City's Contribution.....\$270,820

Allied Arts of Greater Chattanooga

The overall mission is to provide a united voice for all cultural organizations and activities, further the significance of their roles in the life of the community, provide financial assistance and such other measures necessary to strengthen the area's cultural resources, and work with other agencies in the public and private sectors to make quality of life a priority issue for the community.

Through its annual fund drive, Allied Arts provides essential operating funds to eight cultural institutions:

The Hunter Museum of Art
Chattanooga Symphony & Opera Assoc.
Chattanooga Boys Choir
Houston Museum of Decorative Arts
Arts & Education Council
Chattanooga Regional History Museum
Association for Visual Artists
Choral Arts Society.

City's Contribution.\$250,000

Association of Visual Artist

The Association for Visual Artists is a charitable nonprofit organization dedicated to the promotion and support of original visual art and the artists who create it. An advocacy association and a liaison between artists and the entire community, AVA fosters Chattanooga's artists, its original visual art and provides quality programming for the community.

City's Contribution...\$15,000

Bessie Smith Hall, Inc.

The mission of the Bessie Smith Hall is to celebrate the performance of blues, jazz, its antecedents and derivatives, by embracing the style and charisma of Bessie Smith in a setting reminiscent of her career surroundings, with emphasis on the multicultural and educational aspects of her contributions. Over the past three years, the BSH organization has focused its efforts on developing and implementing a successful assembly of programs and services designed to provide instruction, interpretation, exposure to and advocacy of African-American music traditions and practices. The activities sponsored by the organization have attracted some of the largest culturally diverse audiences and participants of any other organization or venture. The annual Bessie Smith Strut is part of a community-wide festival which takes place each year and includes participants from all walks of life.

City's Contribution.....\$35,000

Chattanooga Area Regional Transportation Authority (CARTA)

The overall mission is the provision of public transit services. The Authority operates the regional bus service, the Lookout Mountain Incline Railway, and the free Downtown Shuttle. Specialized transportation services are offered for the disabled in Hamilton County. CARTA is the sole provider in the Chattanooga-Hamilton County area of public transportation.

City's Contribution.....\$2,976,800

Carter Street Lease

This represents the City's share of debt service on the jointly funded Chattanooga-Hamilton County Convention and Trade Center. Bonds were sold in several issues, with the City being responsible for two-thirds of the primary debt, and the County government being responsible for the remaining one-third. A small portion of the debt is shared equally between the City and County governments.

City's Contribution.....\$1,426,542

Chattanooga African-American Museum/Building Maintenance

The museum's mission is to develop, coordinate, and provide a facility to house research materials and artifacts of the African-American culture, as well as documenting the contributions of African-Americans to the development of Chattanooga and this nation.

The programs promote ethnic pride, self-esteem, cultural enrichment, cross-cultural awareness, improved human relations within the community and sensitivity to the African-American experience. The museum helps one to understand the culture and heritage of African-Americans. In addition, the museum is responsible for the overall management and maintenance of the Heritage Center in which the Center houses the Bessie Smith Hall and the African-American Museum.

City's Contribution...\$70,000

Chattanooga Area Urban League

The overall mission is the elimination of discriminatory behavior by empowering African-Americans and other minorities through educational and vocational training which will increase economic power. The tools of social work, economic law and business are utilized to secure equal opportunities throughout all sectors of society. The essence of this program is to assist the Hamilton County and City of Chattanooga governments in improving minority representation on construction sites which are funded with public funds. It will also provide technical assistance and make available to contractors a pool of applicants for employment consideration. This will create avenues for employment opportunities and also ensure that the county is in

compliance with local, state, and federal regulations governing minority representation in the construction industry and have an impact on affirmative action goals throughout the local governments.

City's Contribution.....\$50,000

Chattanooga Downtown Partnership

The mission of the organization is development in the downtown area of Chattanooga. The Partnership directory of available office and retail space provides a comprehensive inventory for investors and new growth. Representatives attend regional and national leasing and retail recruiting expositions. Seasonal promotions are conducted throughout the year. The Partnership Windows Program fills vacant storefronts with banners and exhibits installed by businesses and civic organizations. Through efforts of the organization, Chattanooga is one of thirty U.S. cities selected to establish a benchmark of leading indicators to be used to measure downtown progress for the International Downtown Association.

City's Contribution.....\$140,000

Chattanooga - Hamilton County Bicentennial Library

The library serves the community by making materials and services available to all residents. To meet patron's educational, professional, and personal needs, the library provides current information, promotes learning, and preserves the community's history.

The library provides access to information through books, periodicals, newspapers, pamphlets, government documents, phonograph records, audiocassettes, videocassettes, films and brochures. Through state, regional, national and international networks, the library can provide access to resources. The library encourages the love of reading in children and adults and provides information for both leisure and professional use.

City's Contribution.....\$2,405,725

Chattanooga Neighborhood Enterprise

The mission of the organization is to rid the Chattanooga area of all substandard housing. The City government joined in this effort in 1989 with a commitment of funding over a ten year period.

City's Contribution.....\$2,000,000

Supported Agencies

Chattanooga Regional History Museum

The overall mission is to collect, preserve, research, interpret and display the written, spoken, pictorial and artifactual record of the Chattanooga and Tri-State region from the earliest times to the present. This is accomplished by operating a museum and providing appropriate publications, exhibits and educational programs for all segments of the community in the context of the museum's permanent theme, "*Chattanooga Country: Its Land, Rivers and People*".

The museum has a working board and staff, and a proven track record of helping to improve the quality of life for current and future Hamilton County residents. Over 25,000 visitors were served in 1994. Education is the primary purpose, which the education department fulfills with a full schedule of school tours, adult programs and outreach programs. The "Traveling Trunks" outreach program includes hands-on activities that bring to life specific historical periods in our area. City's Contribution.....\$48,000

Chattanooga Area Regional Council of Governments / Southeast Tennessee Development District

The mission is to provide area-wide planning and coordination on a regional basis and to assist local governments in project and program development within the thirteen counties of Southeast Tennessee and the bi-state metropolitan Chattanooga region.

This agency's program represents local governments in their relationships to State and Federal programs and seeks to maximize the amount of external funding that can be brought to bear on the area's development needs. Examples of funding secured in past years include funding for CARTA, the regional sewage treatment facility, industrial parks, water and sewer projects and a number of social service agencies for the elderly.

City's Contribution.....\$30,493

Children's Advocacy Center

Mission is to provide a safe environment where a child's voice is heard and respected. This includes the coordination and facilities for the state-mandated team responsible for the investigation, intervention and treatment for the child and family, and prosecution of

the abuser. Extended assessments, crisis counseling, therapeutic groups and support groups for children and their families are also provided.

City's Contribution.....\$30,000

Community Foundation Scholarships

This is a partnership of public and private funds to provide for scholarships to qualified and deserving students who would not otherwise be able to further their education beyond the public school system. The Foundation is committed to raising, on a two-to-one basis, funds from the community to match the City's contribution. Scholarships are awarded annually to students who meet the established criteria.

City's Contribution....\$160,000

Homeless Healthcare Center

The Chattanooga - Hamilton County Homeless Healthcare Center provides outreach, primary care, substance abuse, and mental health services to Chattanooga's homeless population. Clients are provided assistance with locating housing, applying for entitlement programs and with obtaining jobs.

City's Contribution....\$17,500

Inner-City Development Corporation

The mission of Inner-City Development is to encourage, facilitate, and stimulate the development of M.L. King District through physical, social and economic revitalization activities. The goal is to create a sustainable community by removing blight, stimulate economic development and encourage a mixed income community that will have a positive impact on the City's tax base.

City's Contribution.....\$35,000

Community Research Council

The Council is a citizen-led United way member agency that the community relies on to facilitate the problem solving process.

The Council 1) initiates and responds to requests for research about the well-being of the community; 2) assesses the adequacy and accuracy of data and identifies trends in the areas of, a) economic development, b) education, c) family life, d) health and human services, e) housing, f) public safety, g) civic involvement, and h) the environment.

3) convenes broad-based community groups to plan

prevention of and solutions to identified problems.
City's Contribution.....\$10,000

Chattanooga/Hamilton County Regional Planning Commission

The mission of the CHCRPC and its staff is to develop a comprehensive vision and guide for the region which ensures that our land resources support, enhance, and sustain our community and its quality of life. This vision should include both short and long-range goals and strategies which public and private community leaders can utilize to implement these objectives.

The planning program facilitates government and various public and private decision-making by providing research, data, plans, studies and suggested strategies related to community land use, transportation, and social issues.
City's Contribution.....\$876,277

Scenic Cities Beautiful

The organization's focus is to study, investigate, develop, and carry out programs for improving the cleanliness and beauty of the community through organized cleanups and beautification efforts. The organization also works with groups to implement proper waste handling practices, and to support and promote community wide recycling.

Scenic Cities serves as the coordinating body for county-wide cleanups and beautification programs, and provides support, information and materials to those involved in promoting a cleaner community. It also provides speakers and environmental exhibits for community affairs, garden clubs, civic groups, neighborhood organizations.
City's Contribution.....\$30,294

Tennessee Riverpark

This is a jointly funded activity in partnership with the Hamilton County Government. The local leaders have committed to a redevelopment of the riverfront area which includes a park connecting the downtown area with the Chickamauga Dam. This park is overseen by the County government, with the City contributing half of the cost of operations.
City's Contribution.....\$807,572

WTCITV 45

The overall mission is to provide informational, educational, and quality cultural television programs to the people of the Greater Chattanooga and Hamilton County community on Channel 45. The station provides information on the Chattanooga and Hamilton County governments, getting the public involved by way of television.
City's Contribution.....\$60,000

City CouncilOffice

The City of Chattanooga is divided into nine districts; each district elects a Council member to represent the interests of the citizens living within its boundaries. Elections are concurrent with the Mayoral Election every four years. Council Members represent their constituents through the establishment of policies, which generally take the form of ordinances and resolutions. These ordinances and resolutions establish the laws, proceedings, and service levels for the community. The Council is responsible for reviewing and approving the City's annual budget, submitted by the Mayor. The Council's administrative staff is responsible for maintaining official governmental and council records as well as other administrative duties.

Major Accomplishments for FY 2000/2001

- ✓ Reached an agreement with Hamilton County on the 2020 Growth Plan, providing for urban growth boundaries, designating the possible growth areas for the City over the next 20 years.
- ✓ Authorized the establishment of Youth Council, consisting of high-school students from public and private schools throughout Hamilton County, in cooperation with Parks, Recreation, Arts and Culture and the Hamilton County Department of Education.
- ✓ Opening of the new conference center, *The Chattanooga*, as well as groundbreaking on the Resource Development Center and the Trade Center expansion.

Category Expenditures				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	389,455	415,665	440,194	449,455
Operating	80,845	85,896	113,650	114,200
Capital	134	3,371	8,300	8,300
Total Expenditures	470,434	504,932	562,144	571,955

Goals & Objectives

To work together and with other responsible parties for continued economic development enhanced educational opportunities, and improved neighborhoods for the benefit of all residents of Chattanooga.

To consider the needs of the community as a whole, along with the equitable treatment of individual citizens, in the enactment of policy decisions.

Respond to each inquiry made by constituents as soon as possible.

- ❶ To complete all City Council Committee meeting minutes within 1 1/2 workdays. ❷ To complete City Council meeting minutes within 2 workdays. ❸ To respond to all City Council members' research requests within 1 week.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Resolutions	402	as needed	446	as needed
Ordinances	155	as needed	129	as needed
Committee Meetings	92	as needed	94	as needed
Council Meetings	50	as needed	50	as needed

Office of City Court Judge

The City Court is the judicial branch for the City of Chattanooga. The court decides all cases involving City ordinance violations that affect a city population of over 152,393 or a metropolitan population of over 432,300. The court dedicates specific scheduled time to hear environmental related ordinance violations as cited by the departments of Public Works, Safety, etc. The City Judge swears in newly trained police officers, persons who have special police commissions, and provides assistance, when requested, in the police academy and in-service training. Other duties include speaking at community and civic groups and schools throughout the city.

Major Accomplishments for FY 2000/2001

√Opening of second division court

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	271,459	299,804	498,116	498,982
Operating	40,803	40,619	105,302	94,415
Capital	5,942	8,845	56,200	26,000
Total Expenditures	318,204	349,268	659,618	619,397

Goals & Objectives

Implementation of Safety Video for Young Drivers

Develop traffic safety video for youthful offenders (under the age of 22 years) outlining dangers of the road, i.e., inattention, inexperience, excessive speed.

Efforts to Implement Driver's Education in Local High Schools

To develop rapport with the school superintendent and school board to bring driver's education back into the classroom. The Court is attempting to implement efforts to meet with school representatives and principals and to give speeches, if necessary.

Implementation of Calendar for Police Officers' Court Appearances to Reduce Overtime

Work with the Chattanooga Police Department in implementing a calendar for officers' court appearances to reduce the amount of time officers spend in court to help reduce overtime situation.

Facilitate the Collection of all Fines Charged by the Court

Refine computer programs and techniques available to municipal departments for tracking defendants.

Improve the Quality of Life for Area Citizens

- ① Reduce the rate of recidivism through alternative sentencing where appropriate.
- ② Increase compliance with city ordinances and regulations through enforcement and citizen education.

Office of the City Court Judge

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Traffic Cases	N/A	N/A	N/A	31,044
Young Drivers	N/A	N/A	N/A	6,000
Parking	N/A	N/A	N/A	400
# attending defensive driving school	856	N/A	300	400
# obtaining GED programs	95	N/A	50	50

Office of the City Attorney

The City Attorney's Office function as the sole legal counsel to the City and its various departments. The City Attorney is paid as an employee of the City, with all other attorneys and support staff being paid by the law firm. The City reimburses the law firm for all attorneys and support staff on a pro-rata basis. This staff defends the City in all legal disputes and files litigation on the City's behalf as appropriately directed. Staff attorneys advice elected officials and employees of the city on all legal questions concerning municipal law and personnel issues. A division of the City Attorney's Office handles all accident and property damage claims in which the City involved.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	116,306	115,952	115,389	172,113
Operating	533,717	477,983	513,135	524,372
Capital	-	691	500	1,800
Total Expenditures	650,023	594,626	629,024	698,285

Goals & Objectives

Provide the City with the best municipal legal service available

❶ *Maintain stat-of-the-art equipment to facilitate research in all areas of law.* ❷ *Ensure compliance with/laws, etc.* ❸ *Maintain a professional staff.*

Performance Measures				
	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Awards, Claims, & Damages	711,825	N/A	870,000	N/A

Other General Government Activities

Governmental operations include 1) audits, dues, & surveys- This is for an annual audit, indirect cost study, and various surveys. 2) intergovernmental relations- covers lobbying activities, membership in TML and special events. 3) city storm water fees 4) liability insurance- This covers unlitigated claims, litigated judgements and expenses for legal staff.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	1,348,305	1,283,540	1,603,550	1,297,600
Capital	-	-	-	-
Total Expenditures	1,348,305	1,283,540	1,603,550	1,297,600

This includes 1) election expense- City, County, and State general elections. 2) taxi board- expenses related to the governing body of the taxi industry. 3) unemployment insurance 4) Design Center- salaries.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	23	56,177	66,501
Operating	86,783	69,354	201,800	211,800
Capital	-	-	-	-
Total Expenditures	86,783	69,377	257,977	278,301

Funds are set aside each year to cover unexpected expenditures which the City must pay for from its operating budget. Some payments are made directly from this activity. In other situations, funds are re-appropriated from this to other activities for payment of these unexpected expenditures.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	214,179	353,709	498,725	500,000
Capital	160,340	-	-	-
Total Expenditures	374,519	353,709	498,725	500,000

This is the replacement fund for small items such as furniture and equipment . Small projects are also funded here as resources permit. Department R & R was appropriated prior to FY 94/95.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	-	-	-	-
Capital	1,367,296	2,378,180	1,500,000	1,500,000
Total Expenditures	1,367,296	2,378,180	1,500,000	1,500,000

This activity covers transfers made from the General Fund to other funds. This includes the Debt Service Fund, Heritage Hall Fund, Human Services Fund, Real Estate Fund, Library fund, Capital Funds, Air Pollution Fund, Planning Agency Fund, and Scenic Cities Fund.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	11,755,140	16,769,749	14,949,111	19,366,200
Capital	-	-	-	-
Total Expenditures	11,755,140	16,769,749	14,949,111	19,366,200

This activity contains appropriations for all of the supported agencies.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	8,702,028	8,940,474	8,141,043	8,126,907
Capital	-	-	-	-
Total Expenditures	8,702,028	8,940,474	8,141,043	8,126,907

Tuition Assistance Program (T.A.P.)- Funds for City employees who want to continue their education. The City has established an educational assistance program to help eligible employees develop their skills and upgrade their performance. All full-time regular employees who have completed a minimum of one year services are eligible to participate in this program.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	-	8,540	5,000	20,000
Capital	-	-	-	-
Total Expenditures	-	8,540	5,000	20,000



CHATTANOOGA YOUTH COUNCIL



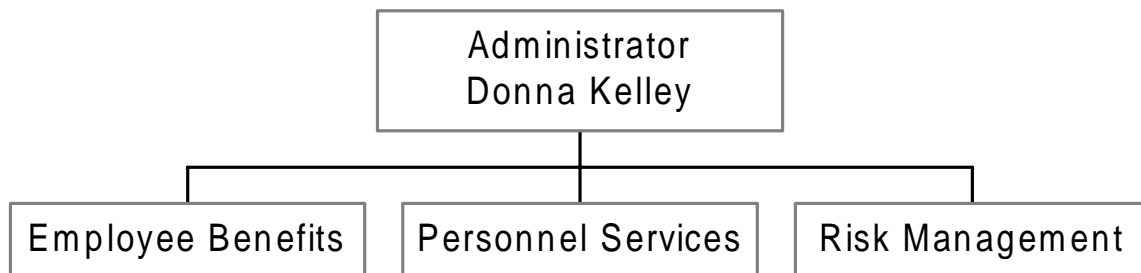
The City of Chattanooga and Hamilton County inducted a new Youth Council on Monday, October 29th at 6:00pm at City Hall. The ceremony was performed by Judge Walter Williams. This group serves as a liaison between youth and city/county government.

There are 44 high school students on the youth council from public, private, and home schools. The new bright and eager delegates were selected by their high school principals and guidance counselors.

During its first six months, the Youth Council participated in a host of activities such as the Hope VI Youth Initiative Planning Process and the Tennessee Municipal League Conference in Nashville where they did a presentation on the Importance of Youth Councils. The group has also volunteered at grand openings, conferences, and other citywide events. The Youth Council was hands on in helping the Chattanooga Parks, Recreation, Arts & Culture Department launch "Project Choices" late night programs for Chattanooga's youth.

This is a joint effort between City (Mayor Bob Corker) and County (County Executive Claude Ramsey).

Department of Personnel





Donna Kelley, Administrator



The City's Personnel Department has the responsibility for administering a comprehensive personnel program for all city employees in keeping with the provisions of the city charter and ordinances as they apply to personnel matters. Duties include administration of working with each department of city government in setting necessary standards and/or requirements for the recruitment and selection of employees for hiring and promotion; recruiting qualified candidates for city employment; assisting department heads in identifying qualified employees for promotion; and establishing and maintaining employee improvement programs. The department also maintains a classification plan; keeps a list of job descriptions; and maintains personnel records.

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Administration	\$ 683,439	\$ 759,385	\$ 878,452	\$ 899,832
Physical Exams	120,894	105,775	158,000	101,850
Employee Benefits	-	-	-	302,688
Employee Insurance	-	-	-	3,220,889
Job Injury	-	-	-	1,881,600
Total	\$ 804,333	\$ 865,160	\$ 1,036,452	\$ 6,406,859

Category Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 520,185	\$ 563,404	\$ 615,687	\$ 841,595
Operating	277,679	282,771	420,765	5,565,264
Capital	6,469	18,985	-	-
Total	\$ 804,333	\$ 865,160	\$ 1,036,452	\$ 6,406,859
Per Capita	\$ 5.41	\$ 5.87	\$ 7.11	\$ 41.19
Positions Authorized	14	15	15	19



Administration

The Personnel Department is responsible for filling all City positions with a diversity of qualified and capable individuals; providing cost effective and competitive pay and benefit programs to all employees; providing technical, managerial, and educational skills to serve the citizens of Chattanooga; and creating a quality worklife for all employees. The mission of the department is to continuously improve processes and developing strategies to enhance organization and individual quality of life for City employees and customers.

Category Expenditure						
	Actual FY 98/99		Actual FY 99/00		Budget FY 00/01	
Personnel	\$	520,185	\$	563,404	\$	615,687
Operating		156,785		176,996		262,765
Capital		6,469		18,985		-
Total	\$	683,439	\$	759,385	\$	878,452
					\$	899,832

Goals & Objectives

To serve the departments and employees of City government

❶ Recruit a skilled, diverse, and representative workforce for City managers. ❷ Promote excellence through the ongoing development of professional and ethical standards and personal and career development. ❸ Promote communication and sharing of information among City Managers, professionals, and others.

To maintain and improve employee services

❶ Foster fairness and equity by promoting application of merit principles and equal opportunity for all. ❷ Assist City management in rewarding employees by recognizing their contributions to public service.

Performance Measures				
	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Applications taken	5,772	6,000	5,607	6,000
Job Announcements	239	250	147	250
New Hires	230	N/A	335	N/A
Job advertised (newspaper)	79	52	61	52
Retirements	56	60	89	60
Training Sessions	29	35	45	35

Physical Exams

The division is used to account for post-offer physicals, in service fire employees, fit for duty, alcohol & drug screening, and psychological exams.

Category Expenditure				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	120,894	105,775	158,000	101,850
Capital	-	-	-	-
Total	\$ 120,894	\$ 105,775	\$ 158,000	\$ 101,850

Goals & Objectives

The goal is to ensure that every employee is physically and mentally able to perform duties required by employment position

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Number of exams:Post offer physicals	233	225	335	225
In-service	203	350	345	380
Psychological Exams	19	-	51	40
Fit for Duty	5	10	8	5
Alcohol & Drug	7	0	7	-

Benefits Office & Insurance

The Risk Management Division centralizes the administration of four employee insurance benefits: Medical, Dental, Life, and Long Term Disability. Additionally, the City's Section 125 Cafeteria Plan and the Employee Assistance Program are managed by this division. Risk Management also directs the City's efforts to reduce work-related injuries, and provides for the medical care of employees who are injured on the job. Finally, this four-member division is responsible for risk transfer through the placement of property and casualty insurance and other lines of insurance citywide.

Major Accomplishments for FY 2000/2001

√One health insurance plan replaced the HMO and PPO in which employees and retirees were formerly enrolled. The plan retained the best features of both plans, and is much more member friendly. A new life insurance contract was negotiated for employees that resulted in a slightly better benefit at 25% less cost to the City. The Employee Assistance Program was uncoupled from the group health insurance and expanded to include all full-time employees.

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	-	-	-	196,938
Operating	-	-	-	105,750
Capital	-	-	-	-
Total Expenditures		-		302,688

Goals & Objectives

Continue to provide a first class employee benefit package at a reasonable cost to both attract and retain good employees.

Add Dependent Care to the menu of the Section 125 Cafeteria Plan for the enrollment.

Assure that all employees are properly oriented and updated regarding all benefits administered by this division.

Utilize newsletters, payroll staffers, and letters to employees on a quarterly basis to communicate features of their benefits.

Assure accurate and timely reconciliation of monthly insurance statements.

- ① *Create and implement improved data system for monitoring direct pay employees, retirees and COBRA participants*
- ② *Complete appraisals of City property to update values on insurance schedule .*

Implement Citywide Safety and Health Plan and assure compliance with TOSHA.

Reduce FY lost time occupational injuries by 10% through safety plan implementation.

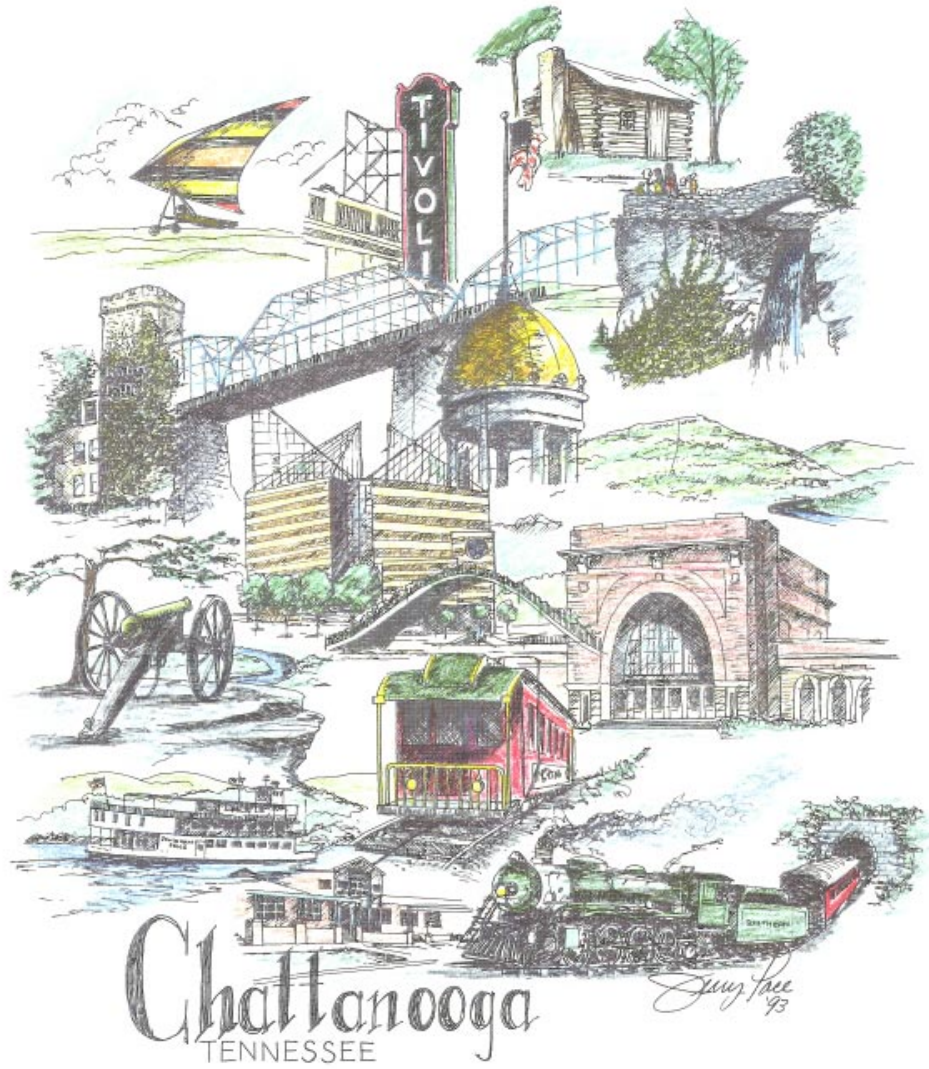
To minimize the City exposure to liability and worker's compensation claims through a proactive approach to risk management, loss prevention, and employee safety education.

To minimize the City's liability and worker compensation claims paid as measured by claims per capita and claims per employee.

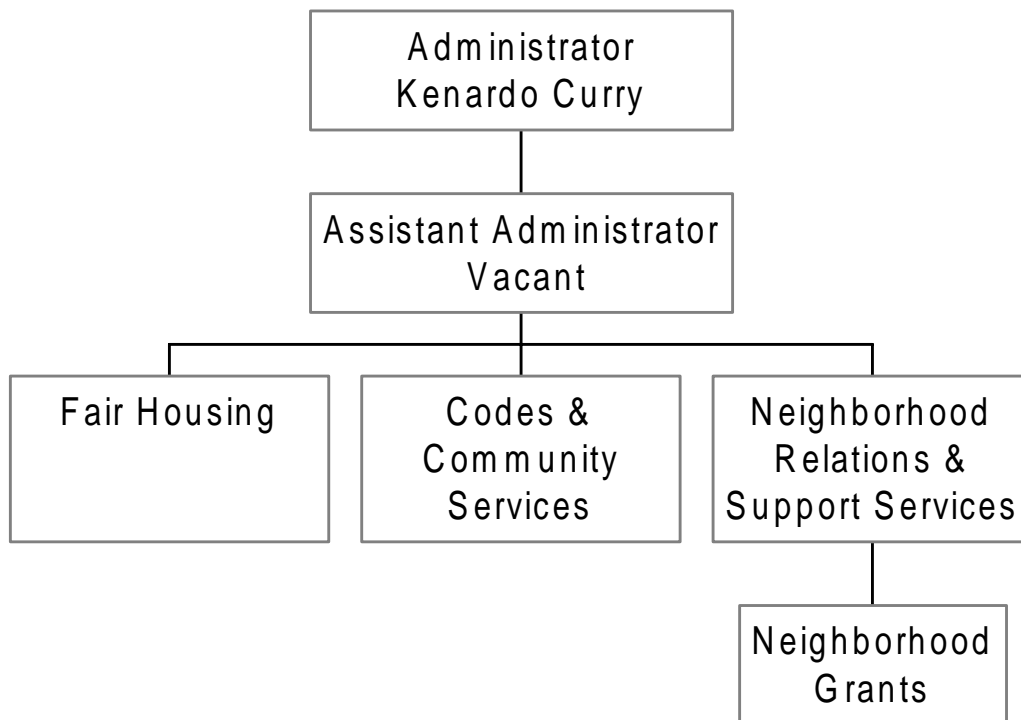
Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Worker comp claims	1,757,027	1,563,000	not available	not available
\$ claims per 100 employee	66,078	58,782	not available	not available
General and property liability claims	60,788	70,500	not available	not available
\$ claims per capita	0.40	0.47	not available	not available
Benefits workshops	1	1	not available	not available
Health care questions/ problems resolved in 2 days	1	1	not available	not available
# days lost time TOSHA log	210	215	207	207
Total compensation cost	469,881	345,000	not available	not available

Category Expenditures				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	-	-	-	-
Operating	-	-	-	3,220,889
Capital	-	-	-	-
Total Expenditures	-	-	-	3,220,889

Category Expenditures				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	-	-	-	-
Operating	-	-	-	1,881,600
Capital	-	-	-	-
Total Expenditures	-	-	-	1,881,600



Department of Neighborhood Services





Kenardo Curry, Administrator



The Neighborhood Services Department is designed to help preserve the integrity of Chattanooga's residential areas and promote unity, harmony, and a sense of community between the city's inhabitants. The primary responsibilities of this department are

- receiving, investigating, and resolving complaints of discrimination from citizens, land owners, tenants, or city employees,
- insuring that property owners comply with the city's housing codes, and
- assisting Chattanooga's neighborhood associations in community development and revitalization

The divisions of this department are Equal Employment Opportunities (EEO) Administration, Codes and Community Services, and Neighborhood Relations and Support Services.

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Administration	\$ 222,008	\$ 391,638	\$ 349,476	\$ 577,445
Codes & Community Services	575,825	747,534	747,872	786,654
Human rights	50,209	114,129	109,191	0
Neighborhood Relations	0	372,096	407,003	433,086
Total	\$ 848,042	\$ 1,625,397	\$ 1,613,542	\$ 1,797,185

Category Expenditure

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 630,654	\$ 808,202	\$ 1,009,011	\$ 1,179,435
Operating	150,576	651,987	604,531	617,750
Capital	66,812	165,208	0	0
Total Expenditures	\$ 848,042	\$ 1,625,397	\$ 1,613,542	\$ 1,797,185
Per Capita	\$ 5.70	\$ 11.09	\$ 11.15	\$ 11.73
Positions Authorized	21	26	32	36



Administration

The Neighborhood Services Department educates landlords and tenants on the Tennessee Landlord /Tenant Act and the Federal Fair Housing provisions. We assist landlords and tenants in favorably resolving complaints and conflicts and we participate with the Chattanooga Housing Resource Board in developing Fair Housing Projects and activities. Booklets defining rights and responsibilities of the landlord and tenant are available to the public. The department also monitors the employment data of the City of Chattanooga, and receives, investigates and resolves complaints of employees and the public with regard to equal employment opportunity practices of the City of Chattanooga.

Major Accomplishments for FY 2000/2001

- √ Implemented workshops educating current or potential employers concerning Titles VI and VII of the Civil Rights Act of 1964.
- √ Worked with the Purchasing Division to ensure that construction complied with the City of Chattanooga's codes and Federal standards.
- √ Published numerous Spanish brochures for Chattanooga's Hispanic population
- √ Conducted a Landlord/Tenant symposium for area landlords and tenants.
- √ Conducted workshops concerning Predatory Lending

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 175,904	\$ 173,978	\$ 203,936	\$ 395,745
Operating	46,104	217,660	145,540	181,700
Capital	0	0	0	0
Total	\$ 222,008	\$ 391,638	\$ 349,476	\$ 577,445

Goals & Objectives

To minimize landlord/tenant conflicts which come to the attention of this department.

☞ *Increase understanding by landlords and tenants concerning the respective parties' rights and responsibilities.* • *Keep landlords informed of applicable laws.* • *Arbitrate complaints.* • *Organize and host a workshop featuring lectures and question/answer sessions given by housing experts that will focus on informing landlords and tenants of their housing choices and rights.*

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
EEO Complaints	1	-	1	-
Print Brochures	-	-	-	-
Brochures Distributed	586	800	586	800
Fair Housing Complaints	446	400	1,200	1,200

Codes & Community Services

The Codes and Community Services Division of the Department of Neighborhood Services is the agency which has the responsibility of enforcing the City's minimum housing, anti-litter, overgrowth and inoperable vehicle codes. They also share responsibility for overseeing proper brush and trash and garbage set out regulations along with the spot blight acquisition code. These task are accomplished through the combined efforts of the Code Enforcement Inspectors and support staff, the Environmental Court system, the Better Housing Commission and Neighborhood Services Administration.

Major Accomplishments for FY 2000/2001

- √ Continued proactive systematic inspection program.
- √ Continued the Spot Blight acquisition program.
- √ Implemented the "Fight the Blight" neighborhood survey event.
- √ Improved our working relationship with the Chattanooga Police Dept though Impact 2000.
- √ Sponsored an Anti-litter workshop for various neighborhood leaders, politicians and city personnel.
- √ Reduced the time and paperwork involved in city abatement of nuisance lots.
- √ Put into production new complaint/case tracking software and made available to other city departments.
- √ Implemented an Anti-litter and Illegal Dumping program – ROAR with rewards.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 425,905	\$ 487,043	\$ 558,647	\$ 586,354
Operating	93,950	121,988	189,225	200,300
Capital	55,970	138,503	0	0
Total	\$ 575,825	\$ 747,534	\$ 747,872	\$ 786,654

Goals & Objectives

To enforce the Minimum Housing Code for maintenance and condition for existing structures within the city limits.

Ⓔ Maintain a schedule for inspection of substandard housing

- Recommend improvements, demolition or spot blight procedures.

Ž Work with property owners through the rehabilitation process.

- Place all inspectors on two-year certification track to become certified building inspectors.

To enforce the requirements for upkeep of yards and lots within the city limits.

Ⓔ Maintain a schedule of litter/overgrown lot complaints.

- Recommend cleanup and/or cutting

Ž Reduce the time required for city abatement of nuisance lots.

- Reduce the prevalence of illegal dumping in the neighborhoods.

- Develop peer to peer neighborhood code enforcement.

‘ Work to educate organized groups on block enforcement.

Codes & Community Services

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Rehabilitations	50	125	148	165
Demolitions	3	175	90	100
Litter & Overgrowth Enforcement	2,487	2,700	1,811	2,000
Abandoned vehicle code enforcement	1,222	1,050	814	900
Systematic housing exterior inspections	-	10	25	50
Substandard housing schedule maintained	yes	yes	yes	yes
Litter lot complaint schedule maintained	yes	yes	yes	yes
Total # of Complaints	5,937	6,000	7,640	6,900
Total # of Cases Created	5,937	3,000	3,404	3,800
Housing Cases	1,314	700	755	850
Garbage, Dumping, Trash Cases	914	30	24	30
Housing Condemnations	116	175	179	200
# of Spot blight recommendations	-	10	12	20

Neighborhood Relations & Support Services

Neighborhood Relations is the division of the Neighborhood Services Department that works hand in hand with Chattanooga's Neighborhood Associations in order to identify specific community problems and help citizens resolve those problems. This division's primary focus is to help Neighborhood Associations organize and structure themselves so that they can be efficient and effective in their community.

Major Accomplishments for FY 2000/2001

√ Neighborhood Grants were awarded to Neighborhood Associations totaling over \$230,000. √ Established a Neighborhood Council Board, which is composed of the presidents of each Neighborhood Association. √ Quarterly Neighborhood Leadership Institute (QNLI) workshops were instituted. √ Established grant program for faith-based organizations. √ Established Grants for Neighborhood Blocks totaling \$4,000 for the beautification of neighborhood streets.

Expenditure by Type						
	Actual		Actual		Budget	Budget
	FY 98/99		FY 99/00		FY 00/01	FY 01/02
Personnel	\$	-	\$	78,941	\$	176,537
Operating		0		267,928		230,466
Capital		0		25,227		0
Total	\$	-	\$	372,096	\$	407,003
					\$	433,086

Goals & Objectives

Promote a statewide Neighborhood Conference.

Secured National NUSA Conference to be hosted May 2003.

Further assist Neighborhood Associations in their community development

⌘ Establish a community technology network with web presence.

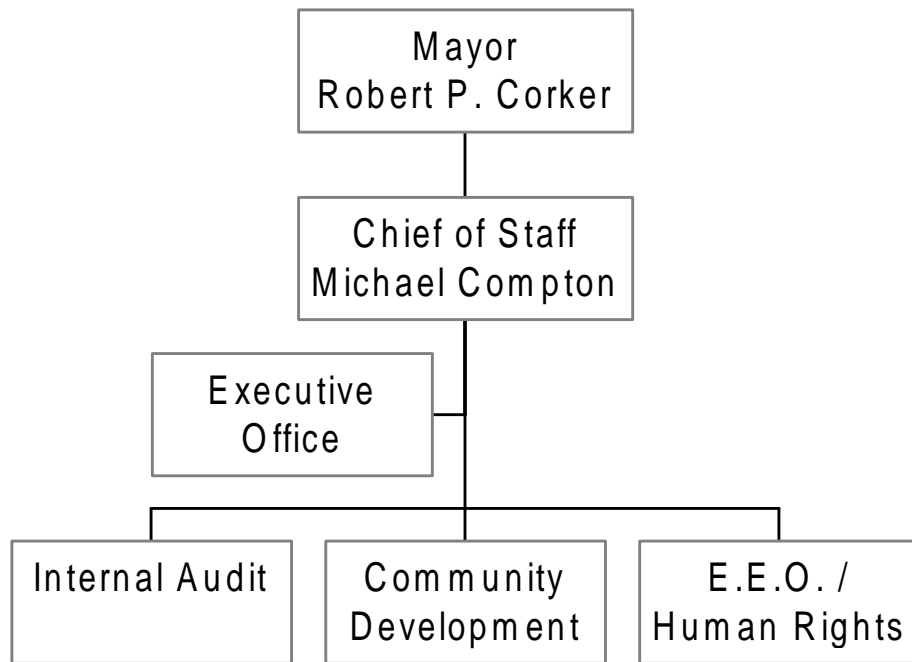
• Establish information resource centers throughout the city.

Ž Develop city-wide Neighborhood Associations support group to address city -wide issues.

Neighborhood Relations & Support Services

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
# of minigrants awarded	34	45	45	18
# of Faith-based minigrants	11	15	-	-
# of Neighborhood Associations in Region	75	100	75	100
#of neighbor organizations	-	-	-	-
Total grant \$ awarded	230,000	115,000	115,000	115,000
# of quarterly workshops	3	4	3	3
# of attendees	-	-	-	-
# of non-profit 501(C)3	8	12	12	12
#of neighbor organizations	-	-	-	-
# of Neighborhoods Conference attendants	850	500	N/A	N/A
Newsletters published	-	-	-	-
Magazines published	4	4	4	4
Magazines Distributed	10,000	10,000	10,000	10,000
Brochures printed	-	-	-	-
per copy cost /City services Guide	-	-	N/A	N/A

The Executive Branch





Robert P. Corker, Mayor



The Executive Branch was formed this fiscal year (FY 2002) due to the Mayor's reorganization of city departments departments. It is comprised of the Mayor's Office, Internal Audit, Community Development- General Fund, Grants Administration, and Human Rights.

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Administration	-	-	-	853,982
Internal Audit	-	-	-	186,976
Community Development- GF	-	-	-	379,180
Grants Administration	-	-	-	90,401
Human Rights	-	-	-	114,802
Total Expenditures	-	-	-	1,625,341

Category Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	-	-	-	1,375,955
Operating	-	-	-	242,510
Capital	-	-	-	6,876
Total Expenditures	-	-	-	1,625,341
Per Capita	\$ -	\$ -	\$ -	\$ 10.45
Positions Authorized	-	-	-	9



Office of the Mayor

This office is the frontline contact with the citizens of the City of Chattanooga. The Mayor is responsible for the day to day operations of the City and is responsible to the citizens for the financial well-being of the City Government.

Major Accomplishments for FY 2000/2001

- √ The City is currently studying the economic feasibility of annexing additional areas contiguous to the corporate limits of the City of Chattanooga for the purpose of providing the area citizens with the best possible quality of life available in this area. Annexations bring stability to a city's fiscal health as the population moves into new subdivisions in urban areas outside the city limits.

Category Expenditures				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	-	-	-	756,431
Operating	-	-	-	90,675
Capital	-	-	-	6,876
Total Expenditures	-	-	-	853,982

Goals & Objectives

Maintain a solid property tax base within the city limits

- ❶ Encourage economic development within the corporate limits ❷ Eliminate substandard housing through the cooperative efforts with Chattanooga Neighborhood Enterprises

Provide area citizens with the best value for their tax dollar

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Mayor's Night Out	10	10	12	12
Citizen's Survey	4,500	4,500	4,700	4,700

Internal Audit

Internal Audit is responsible for enhancing the quality of City Government, products, and services, and providing independent, timely and relevant information concerning the City's programs, activities, and functions. This is accomplished by responding to requests to conduct objective evaluations of departments, divisions, and systems or units thereof. Internal Audit's work is vital in maintaining the general public's trust and confidence that City resources are used effectively and efficiently.

Major Accomplishments for FY 2000/2001

- √ Follow-up on the implementation of operating procedures for cash collections at the Memorial Auditorium and Tivoli.
- √ Established internal control procedures for cash collections and evaluated change fund at the following departments and divisions: Police Information Center, Branches of the Library, Recreation Centers, Carousel, and Human Services Department.

Category Expenditures				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	-	-	-	186,616
Operating	-	-	-	360
Capital	-	-	-	-
Total Expenditures	-	-	-	186,976

Goals & Objectives

Implement operating procedure for cash collections.

- ① Do routine follow-up at the Memorial Auditorium and Tivoli.
- ② Establish internal control procedures for cash collections.
- ③ Evaluated change fund at the following departments and divisions: Police Information Center, Branches of the Library,
- ④ Recreation Centers, Carousel, and Human Services Department.

Community & Economic Development Administration

Under the departmental reorganization plan of the Mayor, an administrative office for Community Development was created. This office oversees all functions of Economic & Community Development, Grants Administration, and EEO/Human Rights. It is the mission of the City of Chattanooga's Office of Economic and Community Development to have a significant and positive impact on our City by identifying and supporting neighborhood revitalization projects. In keeping with this mission, the following activities are designed to benefit low and moderate income people and neighborhoods: - Quality, Affordable Housing - Employment Opportunities - Opportunities for Economic Development - Social Services - Public Facility Improvements - Infrastructure Enhancements.

Grants Administration - see following pages

Human Rights - see following pages

Community Development - see Social Services section

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	266,405
Operating	-	-	-	112,775
Capital	-	-	-	-
Total Expenditures	-	-	-	379,180

Goals & Objectives

To resolve satisfactorily all EEO complaints against the City.

- ❶ *Keep employers informed of applicable laws.* ❷ *Report findings to proper individuals*

Grants Administration - see following pages

Human Rights - see following pages

Community Development - see Social Services section

Grants Administration

The purpose of the Grant Administration Division is to seek grant opportunities at the state and federal level for the City of Chattanooga. The division will also serve as the clearing house for grants with various city departments.

Goals & Objectives

To centralize the function of grant writing and monitoring city wide.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	90,401
Operating	-	-	-	-
Capital	-	-	-	-
Total Expenditures	-	-	-	90,401

Human Rights

The Chattanooga Human Rights and Human Relations Commission was formed in 1986 to encourage understanding and goodwill; to promote justice, to eliminate discriminatory practices between and among Chattanooga's citizens because of race, religion, creed, color, sex, age, handicap, national origin, or economic status. The Commission consists of 19 Commissioners appointed by the Mayor and the City Council. The members of the Commission are chosen from a broad representation of community groups such as business and labor organizations, the clergy, and associations such as the NAACP and the Urban League. Members are appointed to three-year terms.

Major Accomplishments for FY 2000/2001

- ✓ Commissioners retreat held to create marketing Policy and Procedures program for outreach project.
- ✓ Initiated, promoted, and conducted "Study Circles" over 150 Chattanoogaans are currently involved.
- ✓ Hosted a number of free guest speakers for the community.
- ✓ The Human Rights Lecture Series continued. Representative Harold E. Ford, Jr. a speaker on race relations.
- ✓ Hosted Mayor Forum featuring candidate campaigning for Mayor's office.

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	76,102
Operating	-	-	-	38,700
Capital	-	-	-	-
Total Expenditures	-	-	-	114,802

Goals & Objectives

Encourage understanding and eliminate discriminatory practices

❶ Initiate a quarterly lecture series on human rights for the citizens of Chattanooga. ❷ The Commission will also sponsor billboards written the Spanish language to help Hispanics new to the Chattanooga Area identify help agencies for basic social services. Both activities will occur during the 2000-2001 fiscal year. ❸ Award outstanding citizens for human rights initiatives. Nominations for one Business, one non-profit organization, and one individual from Chattanooga citizens will be received, and an awards banquet will be held in honor of the award recipients. ❹ Create a program with the purpose of easing the transition of citizenship for Chattanooga's Hispanic population. ❺ Conduct diversity training for city's top administrators as provided by Human Rights ordinance.

Performance Measures				
	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
# of inquires	116	105	102	95
# of complaints filed	-	-	-	-
Complaints resolved without investigation	-	-	-	-
Investigative panel meetings	-	-	-	-
# of commission meetings	24	24	24	24

Liability Insurance Fund

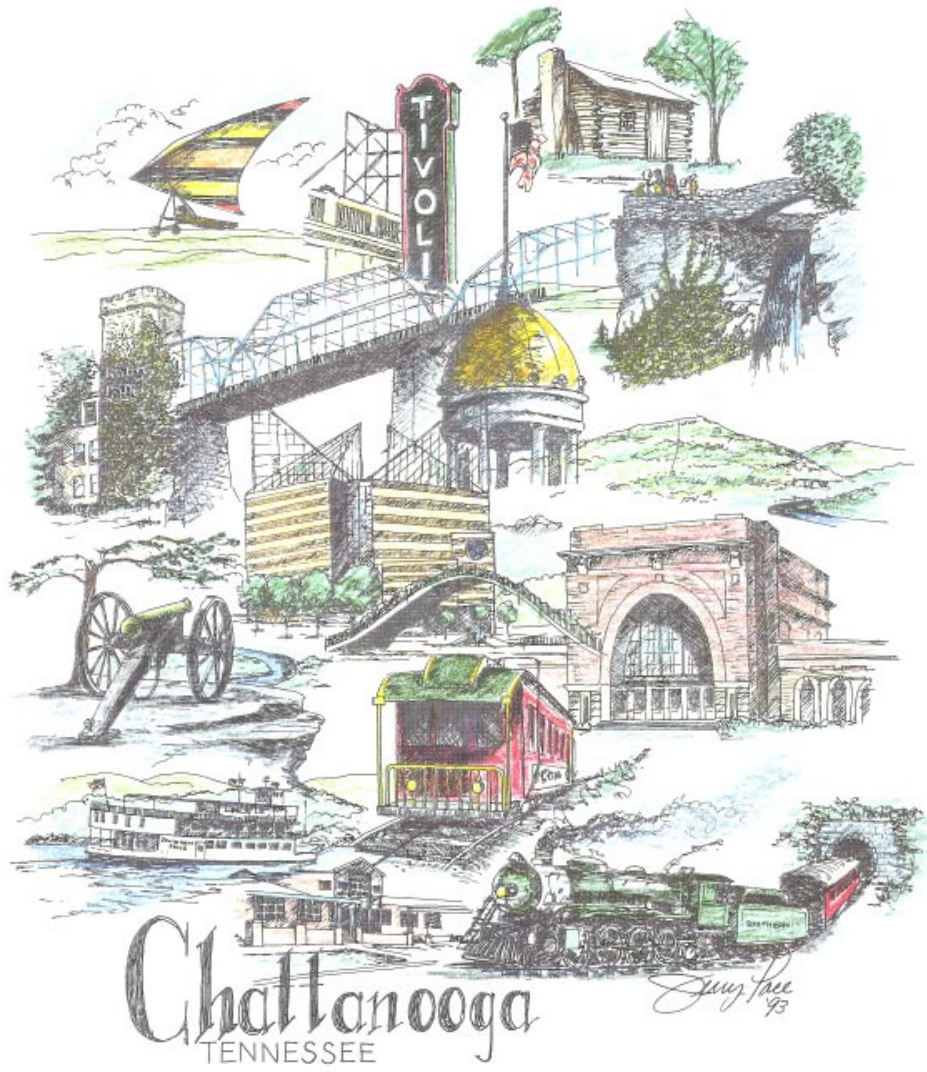
The Liability Insurance fund accounts for the City self insurance program for liability claims and losses due to liabilities arising under the laws of State and Federal governments. Cost incurred in this account may include judgement and cost, special counsel fees, and cost for any special legal cases of the City.

The cost for these programs are funded through premiums paid by the departments and agencies of City government.

Goals & Objectives

Protect the governing body acting on behalf of the Citizens of Chattanooga

Category Expenditures	Actual		Budget	
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	-	-	-	-
Operating	982,680	603,842	1,150,000	850,000
Capital	-	-	-	-
Total Expenditures	982,680	603,842	1,150,000	850,000
Per Capita	\$ 6.60	\$ 4.12	\$ 7.94	\$ 5.55



Economic Development

Economic Development is responsible for the following activities: work with prospective businesses; coordinate regional and local entities in attracting quality companies; broaden the Chattanooga tax base; encourage educational, cultural and recreational opportunities that make for a well-balanced city and contribute to the quality of life; and foster the development of the City of Chattanooga.

Major Accomplishments for FY 2000/2001

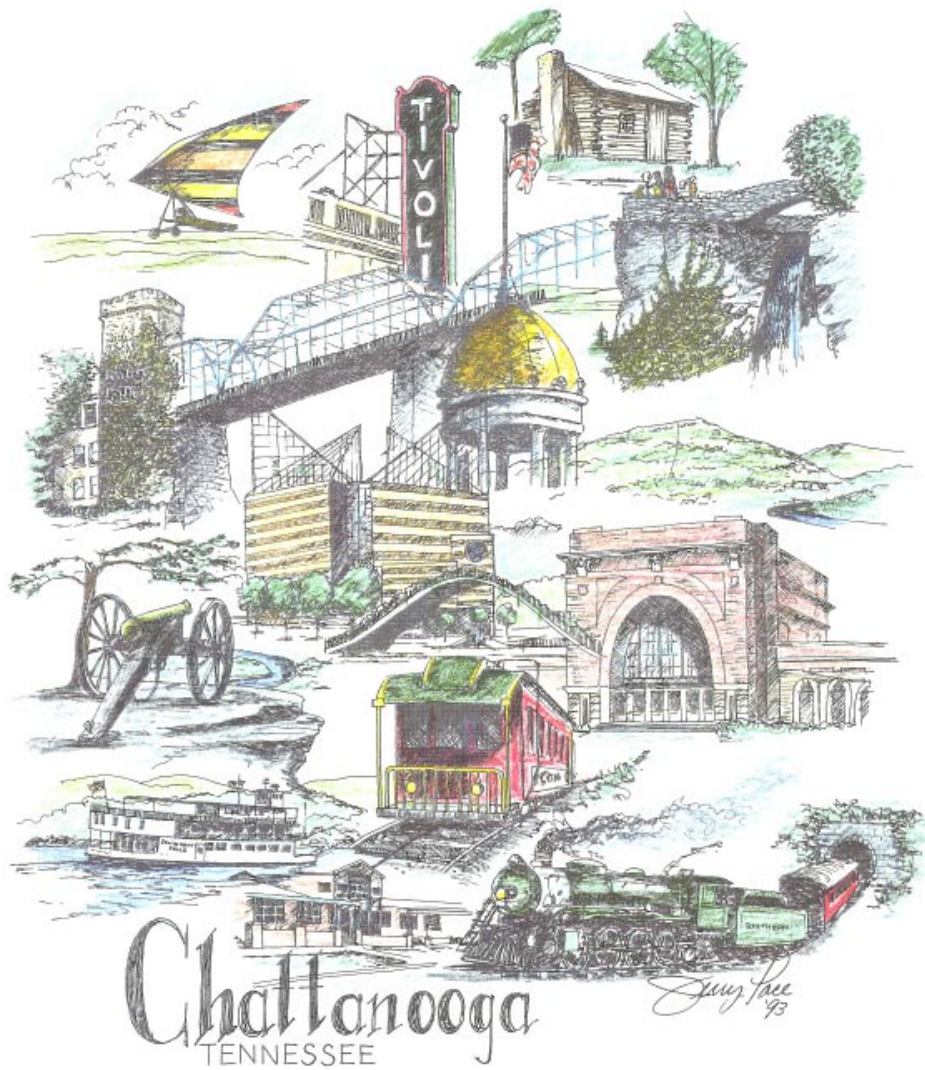
- ✓ Completed the construction of the Chattanooga Conference Center. The Center opened for operations in April of 2001.
- ✓ Majority of the construction for the Development Resource Center was completed.

Goals & Objectives

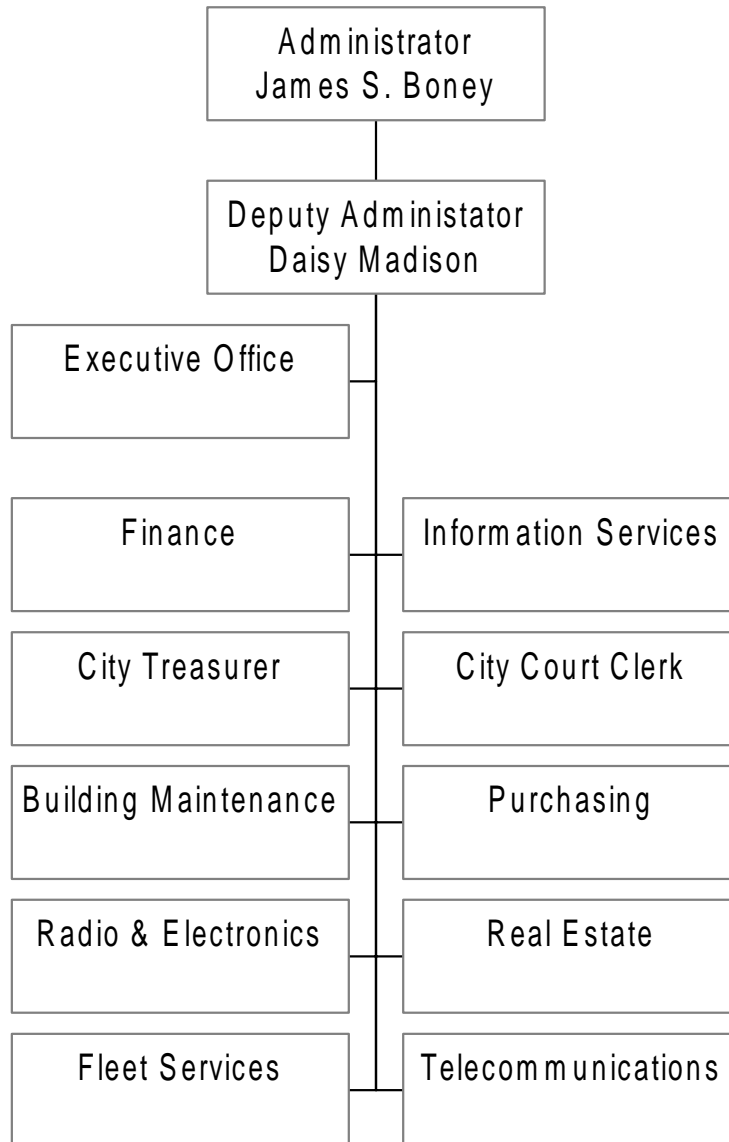
To increase economic progress in the Chattanooga area.

- ① Encourage new business/corporations into the Chattanooga area.

Category Expenditure				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Other	\$ -	\$ 47,000	\$ -	\$ -
Schools	8,092,928	8,419,037	8,700,000	8,459,059
Capital	12,221,598	12,066,683	8,700,000	9,135,783
Total Expenditures	\$ 20,314,526	\$ 20,532,720	\$ 17,400,000	\$ 17,594,842
Per Capita	\$ 136.52	\$ 140.05	\$ 120.19	\$ 114.89



Department of Finance & Administration





James Boney, Administrator



Daisy Madison, Deputy Administrator



The Finance and Administration Department provides financial and management information, control, and guidance to the Mayor, department Administrators and the City Council. Their mission is to provide professional support to City management for making fiscal and organizational decisions necessary to plan and implement the optimum use of City resources. The department's operational functions include all finance, budget, and accounting responsibilities; information operation, programming, and user services; revenue collections; court and parking transactions; purchasing; building maintenance; radio & electronic services; real estate management; and fleet services.

Division Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Finance Administration	\$ 1,460,602	\$ 1,481,723	\$ 1,679,591	\$ 1,576,652
City Treasurer	497,904	518,608	549,383	577,973
City Court Clerk	818,408	781,280	907,243	1,015,392
Court Space Usage	79,638	47,763	95,000	95,000
Information Services	2,192,973	2,267,189	2,330,628	2,664,593
Telecommunications	269,271	386,895	400,287	405,967
Purchasing	-	-	-	848,801
Building Maintenance	-	-	-	931,225
Radio & Electronics	-	-	-	364,417
Real Estate	-	-	-	478,976
Fleet Services	-	-	-	9,000,000
Total	\$ 5,318,796	\$ 5,483,458	\$ 5,962,132	\$ 17,958,996



Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 4,033,553	\$ 4,146,450	\$ 4,527,314	\$ 9,374,231
Operating	1,135,539	1,149,007	1,337,618	8,406,320
Capital	149,704	188,001	97,200	178,445
Total	\$ 5,318,796	\$ 5,483,458	\$ 5,962,132	\$ 17,958,996
Per Capita	\$ 36	\$ 37	\$ 41	\$ 115
Authorized Positions	108	112	117	228

Office of Finance

The Finance Office is responsible for managing all of the City's fiscal affairs. This division supports all City departments with budget and accounting services, financial reporting, investment management, capital projects, debt financing, and all revenue collections (including property taxes, court fines, etc.). Office sections include Budget, Accounting, Payroll, and Accounts Payable. In addition to the support services provided, other significant responsibilities include the development and publishing of the City's Comprehensive Annual Financial Report (CAFR), the City's Comprehensive Annual Budget Report (CABR), the annual operating budget, and the Capital Improvements budget (CIP).

Major Accomplishments for FY 2000/2001

- ✓ Received the GFOA Certificate of Excellence in Financial Reporting
- ✓ Received the GFOA Distinguished Budget Presentation Award
- ✓ Completed the third year on Banner financial software without major problems.
- ✓ Implemented Ross 5.7H version of the HR system

Category Expenditures	Actual		Actual		Budget	
	FY 98/99		FY 99/00		FY 00/01	
Personnel	\$	1,328,222	\$	1,313,544	\$	1,455,841
Operating		123,195		161,221		223,750
Capital		9,185		6,958		-
Total	\$	1,460,602	\$	1,481,723	\$	1,679,591
					\$	1,576,652

Goals & Objectives

To effectively perform accounting, disbursing, and payroll functions for City departments; and maintain adequate internal controls, adhere to generally accepted accounting principles and ensure the safety of the City's investments.

❶ Maintain compliance with State and Federal reporting requirements and the City's investment policy; maintain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting; and process account payable checks and payroll in a cost effective manner. ❷ Maintain a general fund balance of between 15% and 20% of annual general fund expenditures. ❸ Maximize investment yield by keeping a minimum cash on hand yet sufficient to meet daily expenditure needs.

Develop a financial plan and budget that moves toward achievement of goals, within the constraints of available resources.

❶ Evaluate all available resources as well as develop new resources to meet operating budget and capital requirements.

Ensure the long term financial success of the City through sound financial management practices

❶ Adhere to a financial management strategy that produces financial results that compare favorable with other comparable cities as measured by generally accepted financial indicators.

To earn professional recognition from the Government Finance Officers Association

❶ To submit the Comprehensive Annual Budget Report annually for review and evaluation. ❷ Submit the Comprehensive Annual Financial Report for review and evaluation.

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Compliance with City investment policy	yes	yes	yes	yes
% Fund balance coverage	22%	15%	23%	15%
Compliance with State & Federal reporting require	yes	yes	yes	yes
GFOA Certificate of Achievement in Financial Reporting	yes	yes	yes	yes
GFOA Distinguished Budget Award	yes	yes	yes	yes
# of Payroll checks processed	90,000	90,000	89,156	90,000
# of AP checks processed	39,732	40,000	38,099	40,000

Office of City Treasurer

The City Treasurer's Office is responsible for receiving, balancing and depositing all revenue from all City government offices into our local banks and reporting the collection of this revenue to the Finance Officer. The office balances the bank statements monthly in order to ensure proper credit for same. The City Treasurer's Office processes the billing and collection of real, personal and public utility tax for property located inside the corporate limits of the City of Chattanooga, which includes the collection of stormwater fees assessed on property. The collection of minimum business licenses, gross receipts taxes and other fees and permits (including wholesale beer and liquor taxes) are processed as required by City ordinances and the State of Tennessee. This office is responsible for investing available funds with local banks obtaining the highest yield on interest rates.

Major Accomplishments for FY 2000/2001

- √ Processed property tax collections within 36 hours of receipt
- √ All business licenses issued within 1 day of application
- √ Maintained a good working relationship with all local banks

Category Expenditures	Actual		Actual		Budget	
	FY 98/99		FY 99/00		FY 00/01	
Personnel	\$	424,223	\$	428,308	\$	463,301
Operating		73,681		76,035		86,082
Capital		-		14,265		-
Total	\$	497,904	\$	518,608	\$	549,383
					\$	577,973

Goals & Objectives

The Treasurer's Office continues to maximize the percentage rate on collection of revenues authorized to the City of Chattanooga under State statutes, city codes and ordinances. It continues to strive for good rapport between the City government and the citizens of Chattanooga.

- ① *Ensure the city receives the best possible interest rate on investments by "shopping" area banks.*

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Number of current business license holders for which a renewal was mailed by deadline	9,000	9,000	9,000	9,000
% of permits issued within one hour of application	issued same day approved	issued same day approved	issued same day approved	issued same day approved
Business license issued within 45 days from date of application	same day	same day	same day	same day

Office of City Court Clerk

The Office of City Court Clerk is responsible for all parking and court fines collected and disbursed. This includes delinquent accounts that have been identified for collection. The office also maintains official city court records. Finally, the office provides professional, courteous and efficient service to its customers and the general public.

Major Accomplishments for FY 2000/2001

- √ Provide computers for cashier's to improve efficiency
- √ Purchase and installed new court software
- √ Night court, 1st and 2nd shift, fully operational

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 639,431	\$ 661,605	\$ 756,653	\$ 858,061
Operating	158,113	118,040	150,590	157,331
Capital	20,864	1,635	-	-
Total	\$ 818,408	\$ 781,280	\$ 907,243	\$ 1,015,392

Goals & Objectives

To decrease outstanding delinquent accounts.

To increase the collection of delinquent accounts by 20% over the prior fiscal year by use of credit bureau.

To increase knowledge, skills, and abilities of employees through training and development.

To allow each employee to attend at least one developmental activity per year.

Reduced backlog of microfilm items

Record microfilm on a daily basis

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Computers for cashiers	n/a	n/a	5	n/a
Implement New court software package	Yes	n/a	Yes	n/a
Delinquent account collections	1.9M	2.8M	3.3M	3.0M
Employee training	90%	95%	95%	95%

Information Services

The mission of Information Services is to enhance the City of Chattanooga's business of governing with cost-effective information management and systems. Its divisions include Network, Programming, and Support Services. Also they oversee all Citywide Telecommunications and the newly formed Geographic Information Services (GIS) divisions of Finance & Administration.

Major Accomplishments for FY 2000/2001

- ✓ NETWORK: Upgraded several City Wide Area Network groups to T1 higher speed network and added Airport Authority onto City Network
- ✓ PROGRAM: Provided programming that linked Financial Software (Banner) to provide direct use in producing CAFR reporting and Budget Development.
- ✓ SUPPORT: Increased storage capacity to 150 gigabytes and trained 900+ employees in use of PC software products.

Category Expenditures	Actual		Actual		Budget	
	FY 98/99		FY 99/00		FY 00/01	
Personnel	\$	1,641,677	\$	1,716,056	\$	1,755,067
Operating		431,641		457,955		533,561
Capital		119,655		93,178		42,000
Total	\$	2,192,973	\$	2,267,189	\$	2,330,628
					\$	2,664,593

Goals & Objectives

Support the gathering and dissemination of management-specified information;

Provide a secure environment for the storage and exchange of information;

Orchestrate the cooperative integration of computer hardware, software, and networks, for City, County, State, and Federal.

Accommodate the seamless flow of required information from source to recipient regardless of geographical or technological boundaries;

Provide consistent and reliable access to data and systems;

Support information technology users with the necessary tools and training to make their daily tasks more productive and cost effective;

Continually evaluate new directions in hardware, software, and information services methodology in order that the City of Chattanooga might be positioned to take advantage of the current and emerging technologies most suited to the specific needs of their user base.

Information Services

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Computer availability %	99%	99%	99%	99%
% of Client/Server technology implemented	40%	50%	45%	50%
Programming: # of request	820	-	790	-
Programming request % outstanding vs received	25%	20%	25%	20%
Helpdesk service: # of calls logged	3,750	3,825	7,379	n/a
Helpdesk request % outstanding vs received	0	<3%	<3%	<3%
PC Support Service: # of PC supported	1,000	1,250	1,900	2,200
Users attending various office tools training	900	600	900	800
Network Support Svc: #of network users	6,040	6,070	2,634	2,750

Telecommunications

The Telephone System activity is used to accumulate all telephone related expenditures for the entire city system. All local line charges are accumulated and paid from this activity. The long distance charges are likewise paid from this activity, then charged to the incurring department as a part of their operating budget. In January, 1993, the City obtained the services of a telephone management company. Their task was to review the current telephone situation and make recommendations on how the City could improve its system. Through this alternative the City has been able to consolidate and improve its services and has resulted in significant savings. All major telephone system enhancements are charged to this area

Major Accomplishments for FY 2000/2001

√From BellSouth Essex to Centrex for more available features at an overall lower rate √Decreased call-response time from 2weeks to less than 3 working days √Ticket purchasing, call-handling controls for Memorial Auditorium √Toll free and message announcement service for the Police recruiting office √Network redundancy and improved outside cable design for Warner Park Zoo √Upgraded PSC Meridian Voice Mailbox and PBX battery backup protection systems √ Changed long distance service provider for a savings of over 19 cents per minute √Selected Call Accounting/Telecom Management package & started implementation

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ -	\$ 26,937	\$ 96,452	\$ 111,164
Operating	269,271	287,993	248,635	261,653
Capital	0	71,965	55,200	33,150
Total	\$ 269,271	\$ 386,895	\$ 400,287	\$ 405,967

Goals & Objectives

To reduce cost and improve efficiency

- ①Manage all telephone expenditures and evaluate needs & research

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Telephone system availability	*	*	99%	99%
# of PBX users/applications supported	*	*	1,400	1,500
# of Exxs/Centrex/Business line users/applications supported	*	*	489	495
# of new voice/data cabling drops	*	*	221	300
# of Wireless users supported	*	*	-	400
Helpdesk service: #of calls logged	*	*	849	900
Helpdesk request % outstanding vs received	*	*	<3%	<3%
Proactive customer touch, # per year	*	*	25	45

*Division established in FY00/01

Purchasing

The Purchasing Division is responsible for obtaining the maximum value at lowest possible cost. The division, a centralized purchasing function, provides a cohesive, organized operation geared to furnishing adequate and timely material support to all City departments. The division also obtains the greatest possible revenue for the disposal of by-products and surplus assets. The Purchasing Division manages mailroom operations.

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ 541,507
Operating				307,294
Capital	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 848,801

Goals & Objectives

Improve Customer Service

Reduce transaction time and cost. Increase staff training

To procure low cost, quality goods and services for City departments, while ensuring that purchases are made in a timely and ethical manner

To keep the turnaround time for purchase orders not requiring formal bids to under 5 days, and purchase orders requiring formal bids to under 90 days; increase minority vendor usage and dollars by 25%;

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
% of departmental request responded in 2 days	100%	100%	100%	100%
Staff trainings/seminars	2	3	3	3
processing days for departmental request	2	2	2	2

Building Maintenance

The maintenance/custodial division is responsible for the maintenance and repair of all City buildings . Custodial services, minor maintenance and repair is done by city employees, while major or more extensive maintenance and repair is contracted to private organizations.

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ 519,336
Operating				411,594
Capital	-	-	-	295
Total	\$ -	\$ -	\$ -	\$ 931,225

Goals & Objectives

Ensure maximum cost life cycle utilization of facilities at minimum cost and provide the public and employees with functional facilities.

❶ No objective provided here.

Increase productivity of staff personnel through in-service training.

❶ Provide each employee with at least five hours of in-service training per budget year.

Maintain city facilities in an attractive, neat, clean, sanitary, and safe condition.

❶ Measure goals and objectives through frequent daily building inspections.

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Cost/sq. ft capet cleaned	0.034750	0.040000	0.040000	0.040000
Errands/day (hrs. spent)	2	1	1	1
lights replaced (minutes/item)	3	3	3	3
Time spent opening & closing building	7	8	8	8

Radio & Electronics

The Radio Shop provides 24hr. Emergency Service for the Police and Fire Department Radio Systems. We provide maintenance for all departments within the city and also several other agencies. We maintain approximately 500 police radios, 125 fire dept. radios, over 200 public works units, 70 Moc. Bend radios, 10 building inspection radios, 5 better housing radios, 40 public utility radios, and 5 general services radios. In addition to these city owned radios we also maintain 5 radios for Air Pollution Bureau, 80 radios for the Chattanooga School System, most of them on School Busses, 10 radios for the Humane Soc. and 20 radios for the Airport Auth. We also have a contract with the Hamilton County Emerg. Services to maintain their Ambulance and Supv. Radios totaling about 20 units. We maintain full services on the above radios totaling over 1100 units. We also maintain all base stations and repeaters and 800 Trunking System which are associated with the above mobile units. The equipment on one site alone is worth in excess of 1 Million Dollars.

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ 284,987
Operating				79,430
Capital	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 364,417

Goals & Objectives

To provide quality repair services to our customers

● Continue efficient repair time for emergency calls

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
City Owned	1,050	1,005	1,005	1,005
Non city Owned	150	135	135	135
800 Mhz System installed	yes	yes	yes	yes
Emergency Response %	100%	100%	100%	100%

Real Estate

The Real Estate division is responsible for maintaining all real estate sales and acquisitions, real property leases, and the redevelopment and maintenance of vacant buildings and lots, including back-tax properties, for the City of Chattanooga. Additionally, the division orders all necessary reports and assessments used to determine project feasibility, construction or rehabilitation requirements and/or constraints, and serves as the keeper of all City real estate records.

Major Accomplishments for FY 2000/2001

✓Installed new property management system to track and maintain statistics about City owned properties.

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ 127,773
Operating	-	-	-	351,203
Capital	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 478,976

Goals & Objectives

To manage the City's Real Property in a responsible and efficient manner.

❶To maintain all City surplus property, using independent contractors of varying capacity. ❷Provide routine maintenance, oversight and inspections. ❸Coordinate boarding, securing and/or demolition of dilapidated, open and unsafe structures. ❹Provide professional property management services to tenants leasing City owned real estate

Fine tune and continue departmental strategies for disposition, development or redevelopment of vacant, surplus, and back-tax properties.

❶Continue and expand collaborations with non profit housing development agencies for the reuse of back-tax properties. ❷Participate with citizens and neighborhood associations in their clean-up efforts ❸Identify properties and locations for redevelopment potential. ❹Market suitable commercial development properties. ❺Acquire properties for infill housing development.

Actively engage in current real estate market and educational trends

❶Encourage continuing education for staff members. ❷Maintain professional relationships with Associations, Realtors and Developers. ❸Continue cooperative efforts and positive communications with industry partners. ❹Make real property management database/system available for other department's use

To manage the City's Real Property in a responsible and efficient manner

❶To maintain all City surplus property, using independent contractors of varying capacity ❷Provide routine maintenance, oversight and inspections. ❸Coordinate boarding, securing and/or demolition of dilapidated, open and unsafe structures. ❹Provide professional property management services to tenants leasing City owned real estate ❺Sell 90% of surplus property

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
# Property Sales	100	100	111	115
All properties maintained	190	190	221	221
Back Tax collection (\$)	139,296	50,000	96,026	50,000
# of Surplus property maintained	28	6	18	6
Structures secured	yes	yes	yes	yes

Fleet Services

To provide safe reliable vehicles and equipment to the user department at the lowest possible cost with the least possible interference with operations.

Fleet Services is responsible for providing high-quality, efficient, reliable, economical and environmentally-sound transportation and related support services that are responsive to the need of its user departments. To accomplish these tasks, Fleet Maintenance operates two services stations and two garages. Services are provided for several agencies include such thing as ambulance repair, gas, body repair, and basic car maintenance.

Fleet Maintenance is an internal service organization that operates very much like an ordinary business. Not participating in the General fund, it derives its income by charging customer departments for services rendered. Under this arrangement, Fleet Services is mandated to perform mechanical and fabrication work for government entities only.

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Municipal Garage	-	-	-	7,000,000
Municipal Service Station	-	-	-	2,000,000
Total	-	-	-	9,000,000

Category Expenditure

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	-	-	-	3,010,000
Operating	-	-	-	5,935,000
Capital	-	-	-	55,000
Total Expenditures	-	-	-	9,000,000
Per Capita	\$ -	\$ -	\$ -	\$ 58.77
Positions Authorized				77

Municipal Garage

Fleet Services-Amnicola is a comprehensive automotive repair facility with 42,400 square footage of work area, state of the art equipment, and 15 ASE and EVT certified technicians. We have the capability to perform all types of repairs, reconstruction and rechasseeing to our complex fleet which includes police vehicles, fire apparatus, ambulances, refuse trucks, pavers, sewer maintenance vehicles and off road equipment.

Expenditure by Type				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	\$ 2,411,887	\$ 2,508,469	\$ 3,316,010	\$ 2,940,000
Operating	3,418,481	4,043,269	2,565,991	4,020,000
Capital	89,517	(34,178)	18,656	40,000
Total	\$ 5,919,885	\$ 6,517,560	\$ 5,900,657	\$ 7,000,000

Goals & Objectives

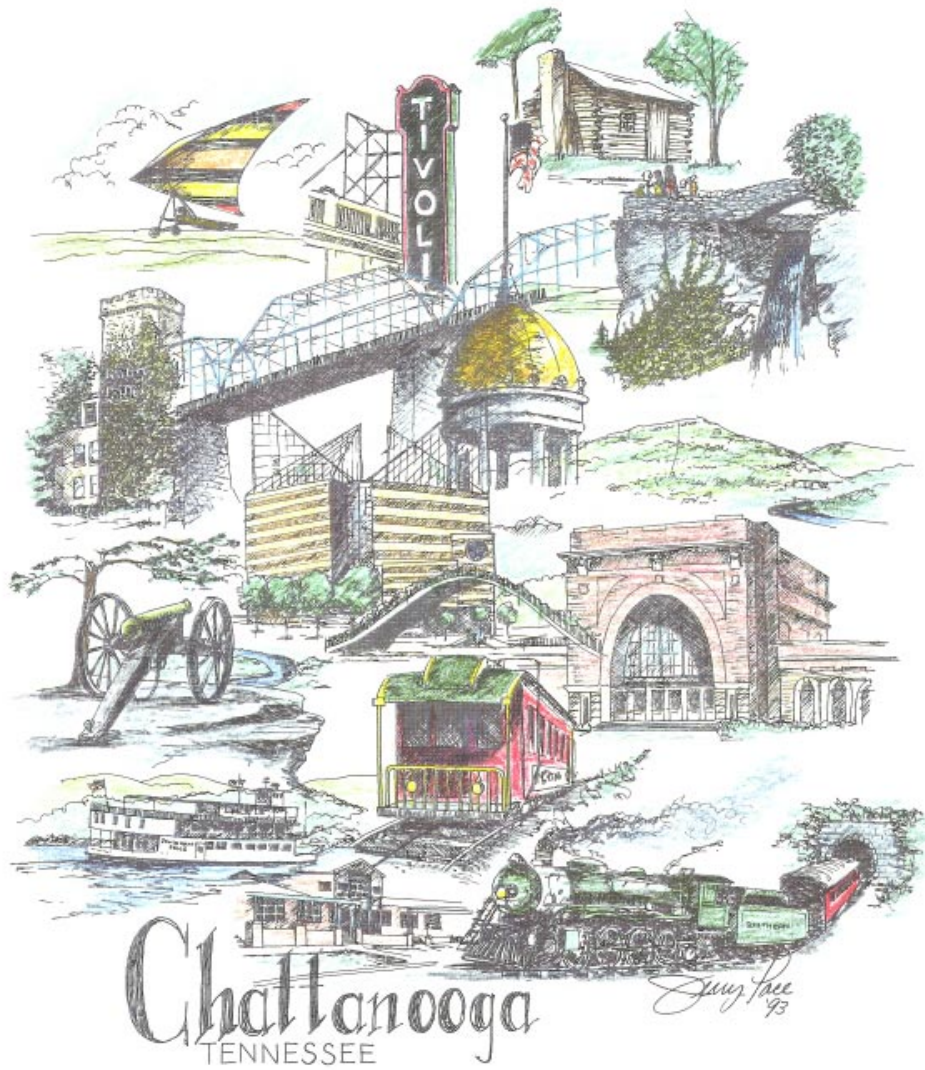
To enhance the department's internal financial information systems management

- ① To assist in the standardization of the municipal fleet for overall fleet cost reduction.,Improve equipment technician efficiency by 10% through training and certification.fImplement new fleet management software to improve fleet analysis and reporting capabilities.,Reduce vehicle out of commission (VOC) rate by 3%.

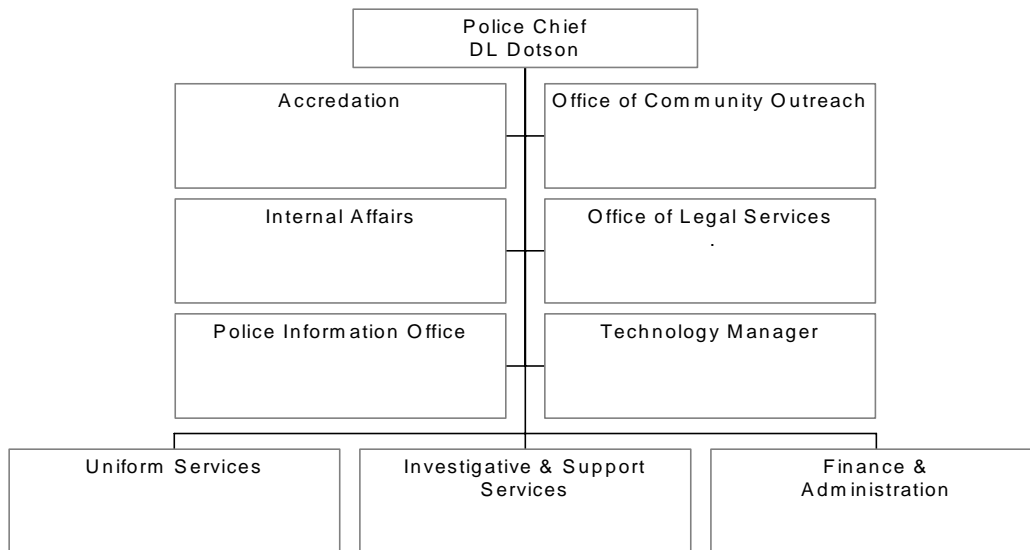
Municipal Service Station

The purpose of the Service Station is to provide gas services to those using the municipal fleet facilities. Like municipal garage, there are two gas facilities: Amnicola and 12th Street.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 39,143	\$ 40,461	\$ 49,669	\$ 70,000
Operating	702,260	1,172,689	1,435,682	1,915,000
Capital	0	50,635	13,992	15,000
Total	\$ 741,403	\$ 1,263,785	\$ 1,499,343	\$ 2,000,000



Department of Police





Jimmie L. Dotson, Police Chief



The mission of the Chattanooga Police Department is to enhance the quality of life in the City of Chattanooga by working cooperatively with the public and within the framework of the Constitutions of the United States and the State of Tennessee to enforce the laws, preserve the peace, maintain order, reduce crime and fear and provide for a safe environment.

The department is separated into four major divisions: Police Administration, Finance and Administration Command, Uniform Services Command, and Investigative and Support Services Command

The department's responsibilities include effective and efficient police protection through investigation of criminal offenses, enforcement of state laws and City ordinances, response to citizen requests for services, and maintenance of support services.

Division Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Police Administration	\$ 984,127	\$ 458,090	\$ 2,089,834	\$ 2,484,456
Finance & Administration Command	2,715,329	704,957	3,925,826	4,225,691
Uniform Services Command	9,775,409	13,009,409	13,821,583	16,283,943
Investigative & Support Services	10,007,460	14,099,131	9,172,594	11,003,287
Total	\$ 23,482,325	\$ 28,271,587	\$ 29,009,837	\$ 33,997,377

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 20,244,544	\$ 24,288,511	\$ 25,032,453	\$ 29,464,438
Operating	3,237,781	3,983,076	3,977,384	4,420,967
Capital	0	0	0	111,972
Total Expenditures	\$ 23,482,325	\$ 28,271,587	\$ 29,009,837	\$ 33,997,377
Per Capita	\$ 158	\$ 192	\$ 199	\$ 219
Authorized Positions	695	722	747	711



Police

Police is comprised of four major commands Police Administration, Finance & Administration Command, Uniform Services Command, and Investigative & Support Services Command. A brief description is provided for each below:

Police Administration is comprised of seven sections: Office of the Chief, Internal Affairs, Community Outreach, Police Information Office, Legal Services, Accreditation, and Technology.

Finance & Administration Command consists of three sections: Financial Operations, administrative operations, and facilities, security, & fleet management.

Uniform Services Command consist of the Community Oriented Policing-Crime Prevention - Housing Liaison, Patrol Division, Special Operations Division, and Animal Services. The mission of this element is the delivery of police and ancillary services directly to the members of the community.

Investigative & Support Services Command consists of four sections that are Technical Service, Operations Support Service, Training and Major Investigations. Property Crimes/Organized Crime Division and the Major Crimes Unit. Their mission is the follow-up investigation of cases initiated by the Uniformed Services Command the initiation of investigations requiring specialized knowledge and skills. The Support Services Command is made up of the Training Division, Information Services Division, Communication Services Division, Court Liaisons, Technical Services and Federal Task Forces. The mission of the command is to support all other elements of the department in the functional areas cited above.

Major Accomplishments for FY 2000/2001

- ✓ Several upgrades to equipment and renovations to buildings. Example includes the opening of the physical fitness room.
- ✓ False Alarm Ordinance passed
- ✓ Opened a Downtown Precinct

Category Expenditures	Actual		Actual		Budget	
	FY 98/99		FY 99/00		FY 00/01	
Personnel	\$	20,244,544	\$	24,288,511	\$	25,032,453
Operating		3,237,781		3,983,076		3,977,384
Capital		0		0		0
Total Expenditures	\$	23,482,325	\$	28,271,587	\$	29,009,837

Goals & Objectives

The department creates a multi-year action plan establishing goals and objectives to be achieved for throughout the year. They are (This is an amended listing of the information submitted by Police):

1. Improve accountability and discipline.
2. Develop and provide diversified training programs to give personnel the educational tools, knowledge and skill to do the job.
3. Increase computerization and decrease paperwork.
4. Enhance communication within the department and with the community.
5. Increase patrol and investigative uncommitted time to develop and implement initiatives in problem solving.
6. Improve employee motivation
7. Assess and improve communications function.
8. Provide more and better equipment

In addition, the Chattanooga Police Department has established the goal of reducing citizen fear of crime and has formulated a strategy to improve the delivery of police service to the community. These efforts are one of nine initiatives set out by the Mayor. New performance measures are being established for future use. This proposal relies on department-wide input to enhance officer performance and system efficiency.

➤ **High visibility directed patrols –**

The application of patrol assets to address specific problems within neighborhoods or communities.

➤ **Rapid response to calls for service –**

A measured response to calls from the public appropriate to the severity of the incident and the available assets of patrol.

➤ **Timely investigative response –**

The application of investigative service in a manner and amount, which increases the likelihood of a recovery of property and/or arrest.

➤ **Improved call-taker skills at initial call for service –**

Application of customer service skills to the call-taking process that enhance the ability of department Communication Center staff to identify the problem and apply the correct police assets in a timely manner.

➤ **Enhance crime prevention and community-department communication –**

The application of crime prevention services to mitigate the opportunity for crime with a concomitant emphasis of improving communication between the department and all segments of the community.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Impounded Animals-Police	-	6,500	6,725	6,775
Impounded Animals-Humane Society	-	2,500	2,701	2,750
<u>Animal Dispositions:</u>				
Euthanized	-	6,750	7,126	6,750
Adopted	-	1,000	1,117	1,500
Return to Owner	-	600	653	700
Other		475	530	475
<u>Field Enforcement Stats</u>				
Verbal Warnings	-	600	661	600
Written Warnings	-	375	411	375
Citations Issued	-	175	219	175

Did you Know???



Animal Services Division is fully operational.

Hours of Operation : Daily, 7 days a week

Time: 7am -11pm Emergency call out 11pm -7am

If you need an Animal Service Officer call.....698-2525 (24 hours a day)

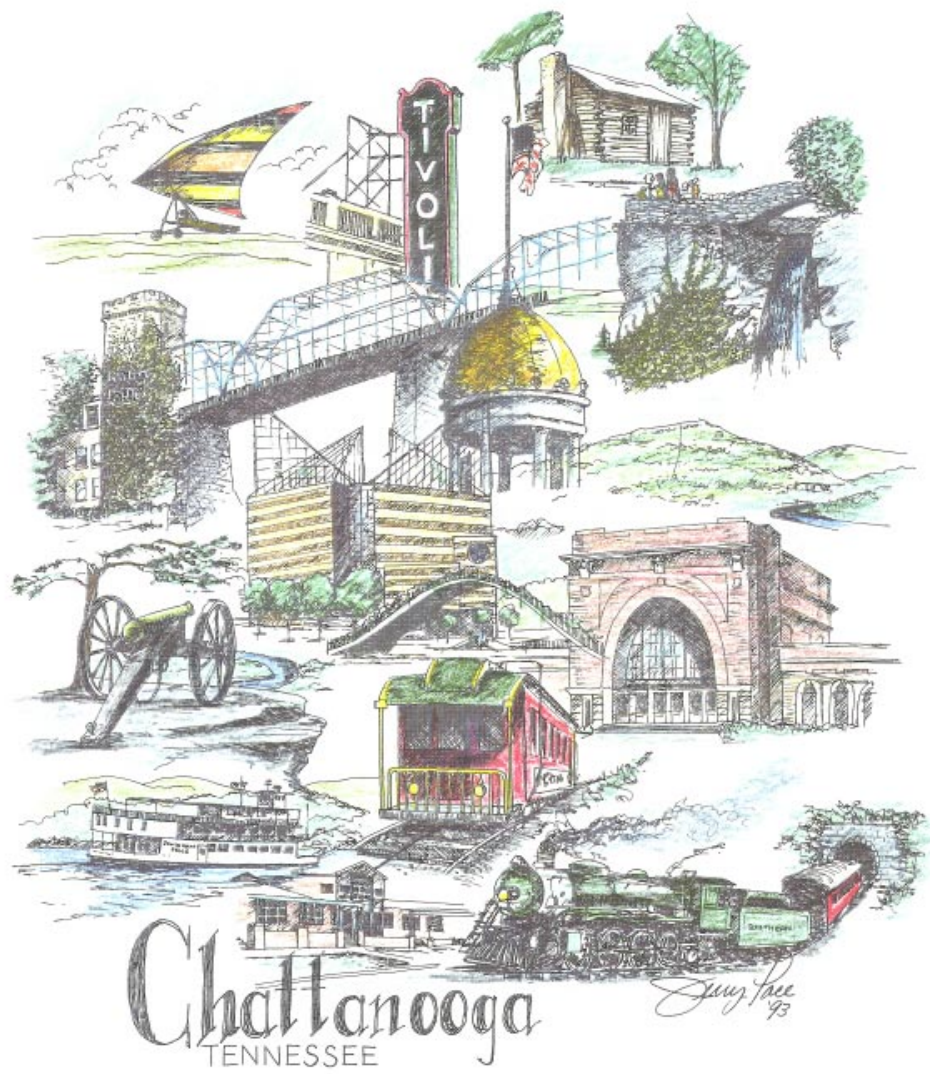
If you need general animal information call Monday thru Friday 8am-4:30pm698-9587

If you lost or want to adopt an animal or need to get a city dog or cat license call Monday
thru Saturday 11am -4pm 624-5302

Did you Know???



The SWAT team obtained an Armored Rescue Vehicle free through the Federal Military Surplus Program. The vehicle was purchased by the military for \$180,000.00 originally but we got it for free. SWAT officers did most of the restoration on our own time in concert with the mechanics at the shop. We now have the capability to rescue citizens or officers under direct fire from a hostile suspect without risking injury as the vehicle is armored.



Chattanooga Fire Department Management Structure

Fire Chief (J. Cappinger)

Deputy Fire Chief (L. Flint)

Public Information (B. Garner-PI)

Research & Planning (L. Cole-SO, Unassigned-SO)

Safety (D. Hague-SO)

Secretary (L. Wright-EA)

Receptionist (B. Pollard-OA)

Fire Marshal (J. Quarles)

Training Chief (D. Pitts)

Operations Chief (M. Penbernon)

Resource Chief (M. Reed)

Tactical Services Chief (C. Nichols)

Code Inspector (C. Barber-SO, D. Walker-SO, D. Brooks-SO, Unassigned-SO)

Fire Investigators (R. Jack, E. Clark, J. Harey)

Water Supply (R. Heron-SO)

Records (C. Tibbs-SO)

Secretary (F. Pryor-SS)

Training Instructor (T. Harnal-SO, Unassigned-SO, A. Ellis-SO, M. Moore-SO)

Secretary (V. Walker-SS)

Maintenance (D. Schreier-PS, J. Richards-MB, G. Spangler-MB, S. Harvey-MB, R. Ladford-MB)

Logistics (J. Tollett-ET, E. Boyd-HO, B. Cole-HO)

Secretary (V. Meyer-SS)

Budget (T. Wenne-AC, M. Hutchinson-AT)

Payroll (P. Alzine-PA)

Technology Manager (T. Cook)

Legend

AC - Administrative Coordinator
 AT - Accounting Technician
 EA - Executive Assistant
 ET - Equipment Technician
 FS - Facilities Superintendent
 HO - Heavy Equip. Operator
 MB - Maintenance Mechanic
 MS - Maintenance Mechanic Sr.
 OA - Office Assistant
 PA - Personnel Assistant
 PI - Public Information Director
 SO - Staff Officer
 SS - Secretary Sr.

Notes

1. Three positions report to the Deputy Fire Chief in the Fire Chief's absence.
 2. Dis. = Disability Retirement
 Temp. = Temporary
 3. Manpower shown below is for one shift. Each shift has the same complement.

District One

Red (C. Ingle-BC)

Blue (T. Morton-BC)

Green (R. Dorian-BC)

District Two

Red (J. Appleberry-BC)

Blue (Unassigned-BC)

Green (J. Vlasto-BC)

10 Engine Companies (1-Captain, 1-Lieutenant, 3-Firefighter)

1 Ladder Company (no tiller) (1-Captain, 1-Lieutenant, 3-Firefighter)

1 Squad Company (1-Captain, 1-Lieutenant, 3-Firefighter)

2 Ladder Companies (tiller) (1-Captain, 2-Lieutenant, 2-Firefighter)

9 Engine Companies (1-Captain, 1-Lieutenant, 3-Firefighter)

1 Ladder Company (no tiller) (1-Captain, 1-Lieutenant, 3-Firefighter)

1 Squad Company (tiller) (1-Captain, 1-Lieutenant, 3-Firefighter)

1 Ladder Company (tiller) (1-Captain, 2-Lieutenant, 2-Firefighter)



Jim Coppinger, Fire Chief



The mission of the Chattanooga Fire Department is to improve the quality of life for Chattanooga residents by protecting lives and property. The primary responsibilities of this department are

- fire prevention, fire suppression and fire investigation,
- rescue and emergency medical care
- and community education,

The divisions for this department are Administration, Operations, Fire Prevention and Training.

Division Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Fire Department	18,257,697	19,020,901	19,357,218	21,809,609
Total	18,257,697	19,020,901	19,357,218	21,809,609

Category Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Salary & Wages	15,570,910	16,400,906	17,054,599	19,686,938
Operations	2,686,787	2,619,995	2,302,619	2,122,671
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures	18,257,697	19,020,901	19,357,218	21,809,609
Per Capita	\$ 122.70	\$ 128.96	\$ 132.86	\$ 140.21
Authorized Positions	389	404	418	418



Administration

Administration is responsible for general policy and direction of the department. Planning, organizing, staffing, developing, coordinating, reporting, budgeting and public relations are also basic responsibilities of Administration.

The Fire Prevention Bureau is responsible for a vigorous, pro-active campaign in codes enforcement, ensuring compliance with safety ordinances for all buildings in Chattanooga. Bureau inspectors are also involved in public education, conducting numerous fire safety presentations at schools, housing developments and businesses. Fire Investigators are firefighters who have special training and police powers. It is the Fire Investigator's job to determine the cause and origin of fires. If the crime of arson is involved, fire investigators will pursue any leads to arrest the person or persons responsible.

The Operations Division is the largest and most visible component of the Chattanooga Fire Department. Nearly 400 highly trained and dedicated firefighters respond to more than 12,000 emergency calls a year. When not responding to calls, firefighters stay busy checking hydrants, drawing up pre-fire plans for area businesses and training.

The Training Division is responsible for conducting 14-week fire academies that provide intensive training for new recruits. This division also provides 40 hours of in-service training for all sworn personnel on an annual basis.

Major Accomplishments for FY 2000/2001

- √ Completed construction of the new Station One on Main Street, constructed a new Resource Building, installed new computers in all fire stations and purchased new equipment, including new Self-Contained Breathing Apparatus (SCBA) for all firefighters.
- √ Increased staffing department-wide which enabled the department to absorb the expected surge in retirements with the passage of the improved fire and police pension plan
- √ Put into operation a new 104' Platform Quint, a new brush truck and six new four-wheel drive trucks for the Battalion Chiefs
- √ Enhanced activities related to customer service with the publication of "After the Fire" brochures and implemented "Home Safety Survey," to offer valuable advice on ways residents can make their homes safer.

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY99/00	FY00/01	FY01/02
Salary & Wages	15,570,910	16,400,906	17,054,599	19,686,938
Operations	2,686,787	2,619,995	2,302,619	2,122,671
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	18,257,697	19,020,901	19,357,218	21,809,609

Goals & Objectives

To modernize the department's complement of aging fire apparatus and fire stations

To effectively respond to all emergencies where our services are needed

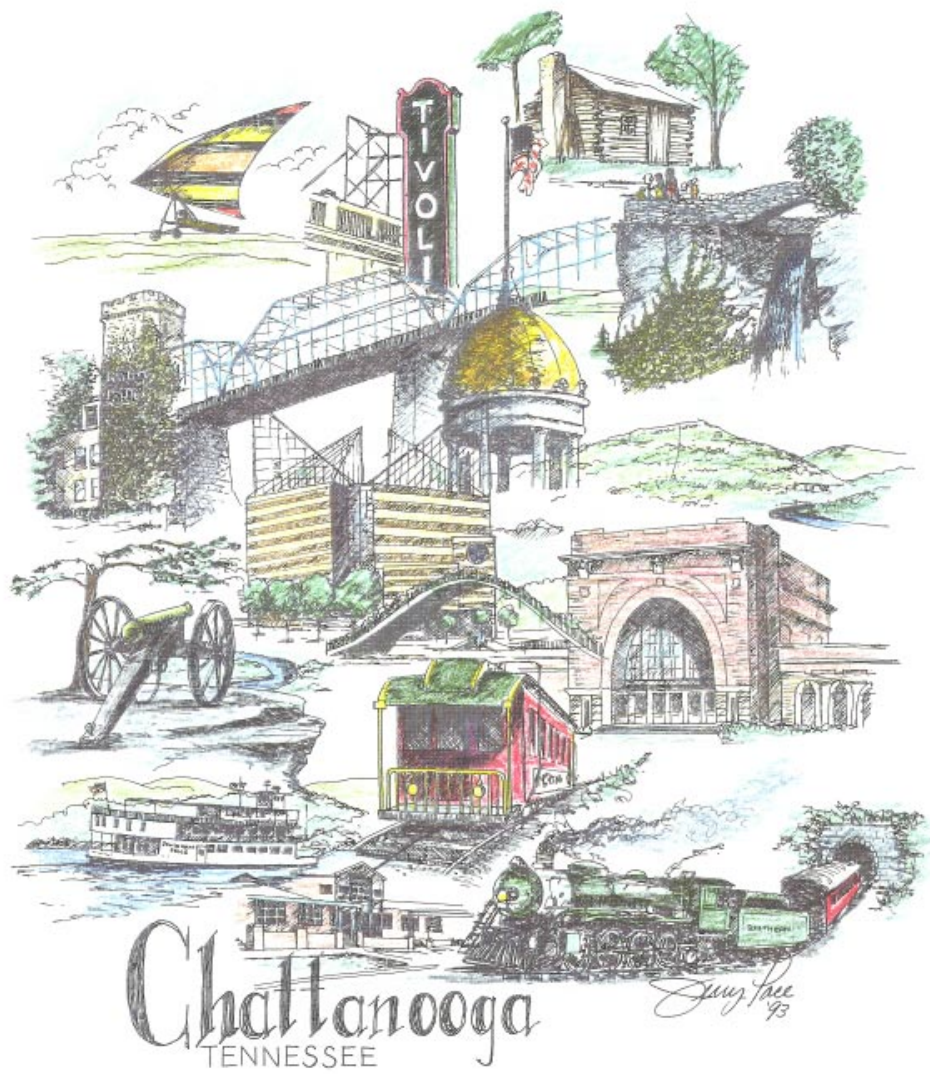
To maintain our involvement with the community by visiting schools and businesses and conducting home safety surveys

To provide the best training possible to ensure the protection of the firefighters and the people they serve.

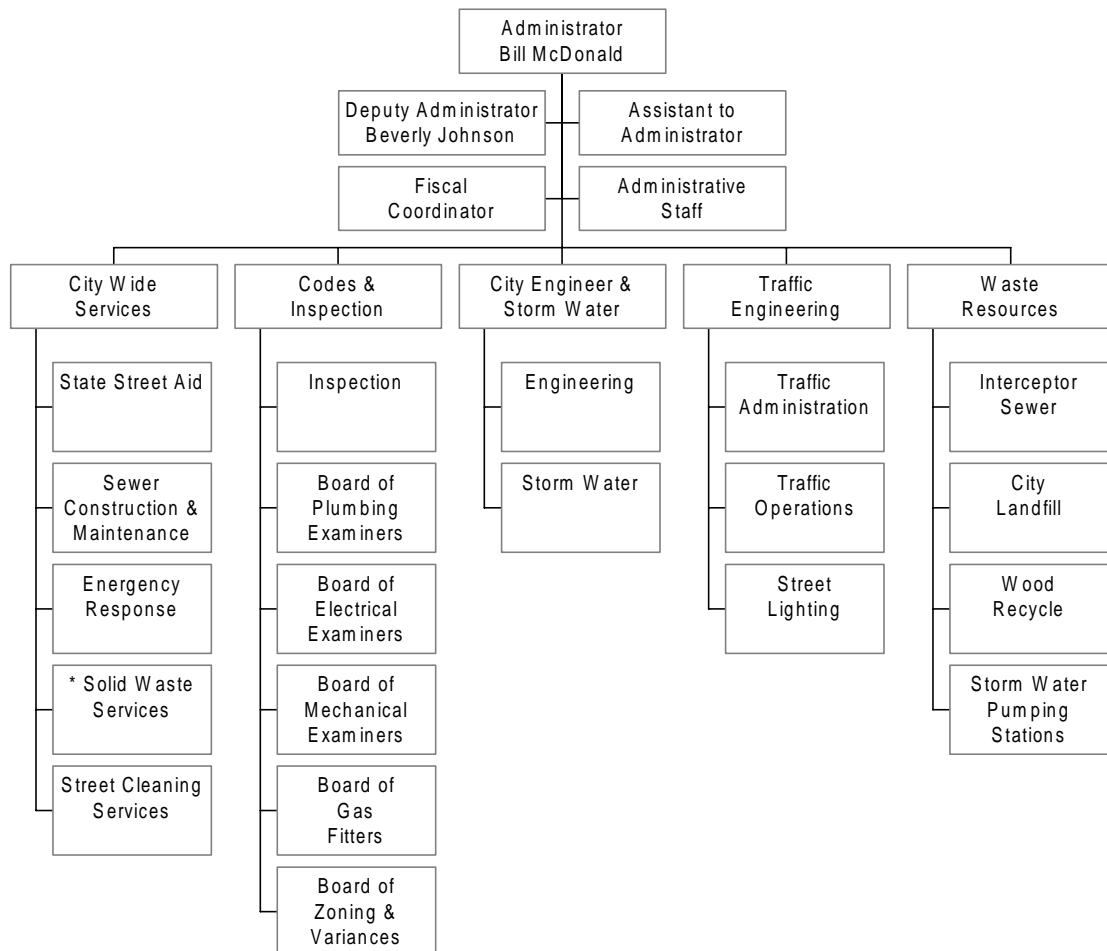
To replace outdated fire apparatus; and replace old fire stations with modern, cost-effective facilities

To continue improving the department's capabilities to eventually surpass the current Class 3 ISO rating

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Fire Calls	1,225	1,114	1,348	1,335
First Responder Calls	6,687	6,079	7,356	6,687
Number of Emergency Calls	12,139	11,035	13,353	12,139
Fire Prevention Inspections	2,395	2,635	2,586	2,845
ISO rating	3	2	3	2



Department of Public Works





Bill McDonald, Administrator



Beverly Johnson, Deputy Administrator

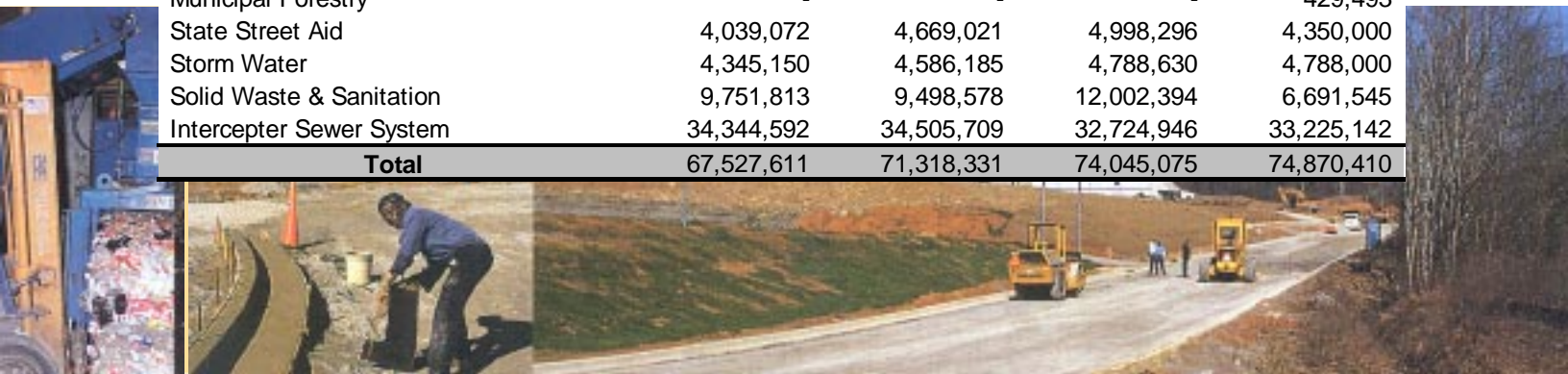


The mission of the Public Works Department is to maintain the basic infrastructure of the City of Chattanooga and to continually improve services in meeting the expectations of our customers. Two major changes took place in the FY2002 Public Works Budget. First the garbage collection and brush and trash collection operation budgets were transferred from the Solid Waste and Sanitation Fund to the General Fund. Second, the operations budget for Municipal Forestry was transferred from the Department of Parks, Recreation, Arts and Culture to the Public Works Department. The primary responsibilities of this department are

- Construction and maintenance services include: street repair; curbs, gutters, and sidewalks repair; bridges and storm sewer repair
- Codes and Inspection services include: building inspection and code enforcement
- Traffic Engineering services include: management of traffic functions, traffic signs and markings
- Waste Resources services include: garbage collection, and brush and trash collection

The divisions of this department are City Wide Services, Codes and Inspection, City Engineer, Traffic Engineering and Waste Resources.

Division Expenditures	Acutal FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Administration	441,356	458,719	491,806	526,377
Engineering	1,559,463	1,656,996	1,648,902	1,923,163
Emergency	361,221	418,111	435,740	519,105
Sewer Construction & Maintenance	1,427,307	1,516,264	1,604,866	1,935,557
Storm Water Subsidy	683,952	683,952	683,952	683,952
Street Cleaning	1,352,925	1,384,824	1,435,081	1,664,908
City Wide Services	732,226	750,960	749,097	874,476
Inspection	1,150,026	1,246,836	1,227,578	1,404,639
Boards	29,670	33,430	31,200	31,100
Traffic Engineering Administration	388,858	461,462	485,557	539,169
Utilities	118,821	115,830	128,650	154,150
Levee 1,2,3	37,799	46,147	58,770	47,750
Orchard Knob Levee	22,580	23,652	54,375	44,375
Street & Traffic Lighting	-	2,443,066	2,396,000	2,525,100
Traffic Contol	1,265,366	1,218,143	1,451,017	1,598,071
Solid Waste & Sanitation Subsidy	5,475,305	5,589,462	6,307,718	5,159,292
Minor Pump Stations	109	10,984	20,500	17,250
State Street Aid Subsidy	-	-	320,000	320,000
Waste Pickup - Garbage	-	-	-	3,128,179
Waste Pickup - Brush	-	-	-	2,289,617
Municipal Forestry	-	-	-	429,493
State Street Aid	4,039,072	4,669,021	4,998,296	4,350,000
Storm Water	4,345,150	4,586,185	4,788,630	4,788,000
Solid Waste & Sanitation	9,751,813	9,498,578	12,002,394	6,691,545
Interceptor Sewer System	34,344,592	34,505,709	32,724,946	33,225,142
Total	67,527,611	71,318,331	74,045,075	74,870,410



Category Expenditures	Acutal FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Salary & Wages	19,299,308	20,931,276	22,651,228	24,057,765
Operations	48,139,629	49,987,055	51,368,847	50,812,645
Capital Outlay	88,674	400,000	25,000	
Transfers Out				
Total Expenditures	67,527,611	71,318,331	74,045,075	74,870,410
Per Capita	\$ 453.81	\$ 483.51	\$ 508.20	\$ 481.31
Postions Authorized	644	653	670	667

Administration

Public Works Administration is responsible for providing management coordination, including policy and budget, for the five operating divisions of the department. This office also operates the Public Works Action Line, taking requests for services from our customers.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	415,500	418,004	426,765	457,877
Operations	25,856	40,715	65,041	68,500
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	441,356	458,719	491,806	526,377

Goals & Objectives

To improve coordination between the various divisions to better carry out the overall plans of the department.

- ① Conduct weekly staff meetings.
- ② Monitoring departmental budget.

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
\$ budget in Public Works	18,416,831	19,530,810	19,500,000	20,624,771
Conduct Weekly Starr Meeting	52	52	52	52

Inspection

The Codes and Inspection Division is responsible for the enforcement of the City's regulatory building and zoning ordinances. These duties include the issuing of permits for all building, electrical, plumbing, mechanical, gas, sign, street cut-in, land-disturbing and pollution prevention projects. Operations include the review of construction plans for all proposed building and renovation, the inspection of all work performed on these projects, and the issuance of certificates of occupancy for these buildings when the work has been completed in compliance to the adopted Building Codes and Zoning Ordinances. It is the Inspection Division's responsibility for the administration of the various building trades testing and licensing and the various variance/appeals for zoning, construction and signs. In addition, Inspection is responsible for insuring compliance of the City's Historical zones, overlay zones and special design districts. The Division also maintains the records of all permits, inspections, licenses, construction drawings and compliance files related to these duties.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	1,025,929	1,120,764	1,105,219	1,281,389
Operations	124,097	126,072	122,359	123,250
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,150,026	1,246,836	1,227,578	1,404,639

Goals & Objectives

To provide better development opportunities for the City of Chattanooga through a new and modern computerized permitting, plans review and inspection system

Issue building, electrical, gas, mechanical, and plumbing permits to insure City building standards are met.

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Building Permits	472,128	420,000	320,000	300,000
Electrical Permits	95,481	92,000	88,000	66,000
Plumbing Fixtures Connection Permits	97,137	85,000	82,500	65,000
Street Cut-in Permits	38,479	35,000	32,000	30,000
Mechanical Code Permits	71,559	65,000	58,000	52,000
Gas Permits	8,667	8,500	8,500	6,000
Sign Permits	87,827	88,000	88,000	64,000

City Wide Services

City-Wide Services is responsible for providing a number of critical infrastructure maintenance, repair, and material collection services. The division is broken down into distinct sections, each charged with providing a specialized service/function.

City Wide Services (Administrative Section)

The Administrative section is the entity within the division, which is responsible for providing logistical planning, resource and personnel management services, and over sight of the implementation of the various services that encompass the City-Wide Services division. These sections include:

Sewer Construction and Maintenance; Brush and Trash Collection (part of Solid Waste fund); Emergency Response; Garbage Collection (part of Solid Waste and Sanitation fund); Street Cleaning; Recycling Collection (part of Solid waste fund); Street Construction and Maintenance (part of State Street Aid fund);

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	597,758	582,472	600,277	711,166
Operations	134,468	168,488	148,820	163,310
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	732,226	750,960	749,097	874,476

Goals & Objectives

To establish effective monetary control measures, which allow City Wide Services to maximize the level of service, provided to City residents while keeping within budgetary guidelines.

❶ Conduct regular planning meetings with section heads to assess expenditure levels. ❷ Ensure public is informed of changes in services in a timely manner to prevent duplication of effort. ❸ Complete phase one of implementation of GIS system (installation of local file server, workstations, and design of City Works work order component). ❹ Initiate customer complaint and work order tracking process with City Works GIS module to improve service performance ❺ Utilize GIS system to evaluate service and collection routes to improve scheduling of services and cost projections.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Construction concrete structures	12	15	13	15
Guardrail repair/installation	28	30	29	30
Sanitary Projects	3	5	5	5
Storm Drain Installation /repair	7,384	7,500	3,382	7,500
Fair Housing Complaints	92	125	123	125

Sewer Construction & Maintenance

Drainage (Construction/Maintenance)

The Drainage section is responsible for the maintenance of storm drains, ditches, and all storm drainage structures. The section is responsible for installation of sanitary sewers, storm sewers, curb and gutters, sidewalks and drainage structures as required for street rehabilitation projects. This section is also responsible for concrete road rehabilitation and, during the winter months, also assists with leaf collection.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	1,133,339	1,092,220	1,213,266	1,477,177
Operations	293,968	424,044	391,600	458,380
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,427,307	1,516,264	1,604,866	1,935,557

Goals & Objectives

Timely installation and proactive maintenance and repair of storm drainage systems to minimize flooding and water damage to streets and private property.

❶ Initiate new service request tracking and work order request system using GIS based City Works program to improve service delivery and to accurately track service costs. ❷ Implement the use of GIS based mapping resources to reduce cost of and potential damage to underground utilities. ❸ Continue inventory of storm water structures and map recurring problem areas to improve service and reduce response time.

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Construction concrete structures	5	12	13	15
Guardrail repair/installation	27	30	29	30
Sanitary Projects	2	5	5	5
Storm Drain Installation /repair	6,530	7,500	3,385	7,500
Fair Housing Complaints	94	125	123	125

Emergency

The Emergency section is responsible for ensuring the safe movement of traffic along city streets. This involves clearing city streets and right-of-ways of trees or litter blocking them as a result of storms, accidents, or illegal dumping. This section also places emergency flashers at road hazards and stop signs where traffic signals are out. The Emergency section spreads salt and/or sand on icy road surfaces during winter weather conditions.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	303,437	338,221	356,800	404,780
Operations	57,784	79,890	78,940	114,325
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	361,221	418,111	435,740	519,105

Goals & Objectives

Safe movement of traffic along city streets and the development of a cooperative relationship with community organizations designed to improve the efficiency of waste collection efforts associated with community events.

- ❶ Utilize GIS system to improve response time and to map citizen complaints for analysis and identification of recurring problem areas (illegal dump sites, graffiti, abandoned vehicles, etc.)
- ❷ Establish liaison with Convention and Visitors bureau and other major civic organizations for the coordination of waste collection support for festivals and special events.

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Gas Tanks	797	1,500	549	1,500
Tires	7,102	7,500	8,167	7,500
Illegal Dump Sites	421	400	366	750
Sand Calls	130	195	66	195
Trees	297	100	274	325
Emergency Signs	201	265	188	265
Emergency Calls (general)	3,609	2,200	2,286	2,450
Ice Calls	351	175	122	175
Sweeper Miles	4,443	4,000	4,527	4,000
Bagged Litter	14,708	25,000	22,536	25,000
Community Events	6	10	8	10

Street Cleaning

The Street Cleaning Division is responsible for clean streets and right-of-ways. This involves sweeping the city streets and mowing right-of-ways on a regular basis. During the leaf collection season, this division also assists in the collection of leaves.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	901,438	943,788	1,010,131	1,200,758
Operations	451,487	441,036	424,950	464,150
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,352,925	1,384,824	1,435,081	1,664,908

Goals & Objectives

Effective use of crews and equipment to improve the appearance and safety of streets and right-of-ways, thereby reducing the City's liability from accidents and reducing our landfill costs.

- ❶ *Reduce expenditures for personnel and equipment by developing a schedule for sweeping City streets and mowing right-of ways.*
- ❷ *Reduce landfill cost through the diversion of organic materials to our compost mulch operation.*

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
City Broom	11,800	12,000	11,800	12,000
Contract Brooms	2,120	2,200	2,122	2,200
Mowed by Tractor (miles)	15,600	16,000	15,360	16,000
Mowed by Hand (miles)	300	375	305	375

Engineering

The Engineering Division is responsible for design, construction management, and preserving official city records for city projects. Records are kept on the location of sanitary and storm sewers, right-of-ways, topographic and flood maps, subdivision plats, street utility, and property information, and information is disseminated on an as-needed basis to anyone who makes a request. The Engineering Division administers engineering contracts for sanitary sewers, storm water projects, streets and sidewalks, and curbs and gutters. Surveying is provided as needed, right of ways and easements are acquired, specifications are written, construction bids are requested, recommendations for construction project award are made, and project management, including inspection of the progress of work of contractors and developers is performed. In addition, planning for future projects is accomplished and work programs are developed as part of a long range capital improvements plan.

Major Accomplishments for FY 2000/2001

- √Continued development of an integrated interface between City Engineering; Regional Planning Agency; Design Center; Chattanooga Neighborhood Enterprise; Parks Recreation Arts and Culture; and General Services for infrastructure improvements
- √Initiated construction of two phases of the Shallowford Road Improvements project.
- √Completed the 17th Street Streetscape project.
- √Completed the Chattanooga Streetscape improvements project.

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	1,426,101	1,487,629	1,505,854	1,769,283
Operations	133,362	169,367	143,048	153,880
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,559,463	1,656,996	1,648,902	1,923,163

Goals & Objectives

To provide Engineering Planning, Design, Construction Management, and Inspection Services which will result in the efficient implementation of projects of the highest quality

- ① *ensuring the completion of projects on time and with a minimal number of unanticipated changes.*

To maintain, update, and utilize the Pavement Management database

- ① *to ensure that the quality of City's infrastructure is maintained in an optimal manner.*

To create, develop, and train a cohesive Plans Review Group that has a high professional level of visibility

- ① *educate the public, developers, and consultants about the process to ensure a rapid turn around of quality approved plans.*

To maintain and enhance a proactive stance toward developers, consultants, RPA, Design Center and all related inter & intra public private divisions and agencies.

- ① *foster the highest level of communication.*

To create a system that will capture and establish all the infrastructure assets of the City in a digital format

- ① *accurate and usable information, utilizing both state-of-the-art in-house GPS equipment and outside professional consultants.*

Development and implementation of an Electronic Filing system.

- ① *Faster and more accurate record retrieval*

To develop and maintain a staff of engineers, designers, and technicians of the highest caliber who are the best in their field, highly motivated, and professional.

- ① *To insure the best quality of projects for the city*

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
*Sidewalk Improvement projects	2.0	4.0	4.2	4.5
*Street Improvement projects	4.0	5.0	5.0	5.0
Streetscape enhancement projects	6.0	8.0	8.0	8.0
*Sanitary Sewer extension projects	5.0	5.5	5.5	5.8
Employee Training sessions	4.0	8.0	8.0	12.0
Technical Information requests	1,500	2,000	2,000	2,400
Subdivision technical reviews	28	24	30	36
Site Plan technical reviews	200	250	275	250
*miles				

Traffic Engineering Administration

The office of Traffic Engineering Administration is responsible for the management of traffic functions for the City. This involves oversight of the Traffic Operations Division function of installation and maintenance of traffic signs and markings and their implementation of proposed traffic engineering improvements. Preparation of traffic studies, plans and engineering designs to identify, evaluate, and correct traffic operational and safety deficiencies are carried out through this office. Review of subdivision plats, building permits, roadway designs, variance request, zoning cases and special events permits are also handled through this office. Traffic Administration also assists contractors, utility companies, and other city departments in the development of work zones.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	362,416	426,501	455,173	505,169
Operations	26,442	34,961	30,384	34,000
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	388,858	461,462	485,557	539,169

Goals & Objectives

Safe and efficient traffic flow and patterns for the City.

- ❶ Replace remaining electro mechanical and thumbwheel controllers
- ❷ Replace old traffic signal heads.
- ❸ Install three arterial signal systems through TDOT projects.
- ❹ Install new signals as required by traffic conditions.
- ❺ Work with MPO and TDOT to continue planning for Intelligent Transportation Systems deployment.
- ❻ Keep streetlights maintained and satisfy requests for additional lighting.
- ❼ Keep guardrail maintained up to standard where needed.

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Parking Lot Designs	5	10	3	4
Channelization drawings	8	10	8	8
New Signals	5	8	6	5
Revised signals	13	20	10	8
Flashers	7	10	11	8
Intersection Improvements	2	12	0	3
On-street parking revisions	3	5	4	5
Roadway designs	2	3	1	2
Building Permit review	257	271	280	275
Subdivision design review	30	50	18	20

Traffic Operation

The Division of Traffic Control is responsible for the traffic signals, signs and markings, and parking meters throughout the City. This involves: Installation of new signalized intersections throughout the City; Rebuilding and maintaining 276 signalized intersections, 16 beacons (flashing intersections), 37 school flashers and 18 pedestrian zones, 10 signal ahead flashers; Installation and maintenance of traffic signs throughout the City; Installation of center lines and edge lines with thermoplastic on City streets; Repainting center and edge lines; Installation of crosswalks, stop bars, parking stalls and cross hatching; Repainting curbs for loading zones downtown; Installation and maintenance of parking meters; Collecting money from parking meters; Traffic Control is also responsible for ordering, storing and issuing supplies for the City Wide Services and Traffic Operations Divisions

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	984,619	1,070,712	1,128,785	1,264,501
Operstions	280,747	147,431	322,232	333,570
Capital Outlay	-	-	-	-
Transfers Out				
Total	1,265,366	1,218,143	1,451,017	1,598,071

Goals & Objectives

Safe and steady vehicle and pedestrian traffic flow throughout the City

- ① Meet or exceed the average Performance Indicators for sign installation and repair.
- ② Meet or exceed the average performance indicator for parking meter service calls.

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
New Sign Installation	1,130	1,200	1,216	1,150
Signs Repaired	23,378	20,000	28,746	20,000
Parking Meter Service Calls	3,090	3,000	2,299	2,000
Center Lines Painted	458	458	458	458
Crosswalks/stoplins (ft)	32,125	135,000	112,000	135,000
Interesction Callouts	3,307	700	3543	3,200
Traffic Signal Loops	0	0	25,197	28,000
Traffic Signal radar installation	120	10	120	4

Levee System

The **Levee 1,2,3** system was set up to provide storm water pump services for the Brainerd area to prevent possible flooding from high levels of South Chickamauga Creek.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	37,799	46,147	58,770	47,750
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	37,799	46,147	58,770	47,750

The **Orchard Knob Levee** system was set up to provide storm water pump services for the area to prevent possible Orchard Knob creek flooding from high levels of Tennessee River.

The **Minor Pump Stations** were set up to provide storm water pump services for certain low lying areas to

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	22,580	23,652	54,375	44,375
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	22,580	23,652	54,375	44,375

prevent possible flooding during heavy rains.

Expenditure by Type	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	-	-
Operations	109	10,984	20,500	17,250
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	109	10,984	20,500	17,250

Goals & Objectives

To prevent flooding in the Brainerd area of South Chickamauga Creek and Orchard Knob area.

- ① *Monitoring of rising creek levels brought on by excessive rainy periods.*
- ② *To have the pump station fully operational at all times*

City Examining Boards

It is the responsibility of the **Board of Plumbing Examiners** to examine, certify and issue certificates of competency for Master, Journeyman, Temporary Journeyman and Apprentice Plumbers.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	2,206	2,154	2,000	2,000
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	2,206	2,154	2,000	2,000

The **Board of Electrical Examiners** is responsible for examination of applicants to determine their knowledge of the rules and regulations for the installation of electrical wiring, devices, appliances and equipment as set forth in the statutes of the City, State and the National Electrical Codes. Licenses and certificates are issued for the class of work covered by the application.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	21,531	24,358	19,500	19,400
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	21,531	24,358	19,500	19,400

The **Board of Mechanical Examiners** is responsible for the examination of applicants to determine their qualifications, as established by the Board, for licensing of mechanical journeymen and contractors.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	705	1,610	1,800	1,800
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	705	1,610	1,800	1,800

The **Board of Gas Fitters** is responsible for examination of applicants to determine their knowledge of the rules and regulations for the installation of gas piping devices, appliances and equipment as set forth in the statutes of the City, State and the Standard Gas Codes. Licenses and certificates are issued for the class of work covered by the application.

Goals & Objectives

To insure a high degree of competency with Plumbing, Electrical, Mechanical and Gas contractors to assure compliance with City Codes.

Annual examinations for certification.

Board of Zoning Appeals & Variances

The Board of Zoning Appeals for Variances and Special Permits hears and decides on zoning appeals from property owners, reviews conditional and special permits and hears and decides appeals from property owners on decisions by administrative officials in the enforcement of the zoning ordinance. The Board of Sign Appeals hears and decides on requests brought before the Board concerning sign placement and special permits in accordance with the Sign Ordinance. The Board of Adjustment and Appeals for Mechanical Codes hears and considers appeals and variances to all the construction codes

Goals & Objectives

To insure that the City of Chattanooga's zoning laws are met or amended in a proper manner.

To hear and act within established guidelines for hearing requests for relief from Chattanooga zoning regulations

To insure that the City of Chattanooga's Sign Ordinance requirements are met or amended in a proper manner.

To hear and act within established guidelines for hearing requests.

To insure that the building construction within the City of Chattanooga, when it is necessary to use alternate methods or materials, meets the required level of safety in the adopted mechanical codes.

To hear and act within established guidelines for hearing requests

Utilities

The Public Works Utilities Activity for is used for paying operational utility bills.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	-
Operations	118,821	115,830	128,650	154,150
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	118,821	115,830	128,650	154,150

Urban Forestry

The Urban Forestry Division is generally responsible for the maintenance and care of the city's forest and tree resources. Great importance is placed on public safety; i.e., large trees on rights-of-way can pose a serious hazard to health, safety, and property if not identified and dealt with effectively. Other major programs include resolving the 700+ annual citizen-generated service requests; coordinating the Krystal Farm tree harvest, Streetscapes, permits and inspection, public information, and the Gateways program; assisting the Greenways Coordinator, carrying out routine maintenance on selected trees; large tract management; and Arbor Day and Tree City U.S.A. programs.

Expenditure by Type	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY00/01	FY 01/02
Salary & Wages	-	-	-	234,964
Operations	-	-	-	194,529
Capital Outlay	-	-	-	
Transfers Out				
Total	0	0	0	429,493

Goals & Objectives

To provide the best care possible for Chattanooga's publicly owned tree and forest resources.

- ① Continue the implementation of the five-year Urban Forestry Plan.
- ② Continue the process of learning to correctly identify all native and ornamental trees in the Chattanooga area.

Increase public appreciation of forestry and horticulture

- ① Continue the Forestry Intern Program

Performance Measures	Actual	Goal	Estimate	Goal
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Trees pruned Downtown Streetscape			600	600
Citizen generated service requests			700	700
Krystal Farm tree planting			1,000	1,000

Waste Collection Garbage

The Garbage Department is responsible for the collection of garbage and curbside collection of recyclables within the City. The Curbside collection program is in an expansion phase and is part of the City's solid waste reduction plan, offering curbside collection of recyclables using blue plastic bags as a collection vehicle. The service will be available to all city residents and to a limited degree, commercial waste generators along the collection routes.

Major Accomplishments for FY 2000/2001

- ✓ The sanitation section continues to meet its goal of automating at least 8 percent of the conventional collection routes with the addition of four routes this fiscal year

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	-	1,877,537
Operations	-	-	-	1,250,642
Capital Outlay				
Transfers Out				
Total	0	0	0	3,128,179

Goals & Objectives

To work with the Recycle and Landfill Divisions in the City's solid waste reduction plan.

Safe and timely collection of garbage and recyclables each week.

Performance Measures				
	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Garbage (tons)	70,411	40,000	35,669	37,000

Waste Collection Brush & Trash

The Brush and Trash Department is responsible for disposal of trash along the City right-of-ways. This involves removal of brush and trash left at the curb as well as providing free collection of appliances and furniture (Trash Flash) for City residents. Residents are also provided sway-car service on a first come first serve basis once per year. These trailers allow residents to dispose of large quantities of bulky trash at no expense.

Major Accomplishments for FY 2000/2001

√ The transition from a five (5) day, eight (8) hour work week to a four (4) day, ten (10) hour work week has allowed the Brush and Trash section to improve their production rate by 20 percent.

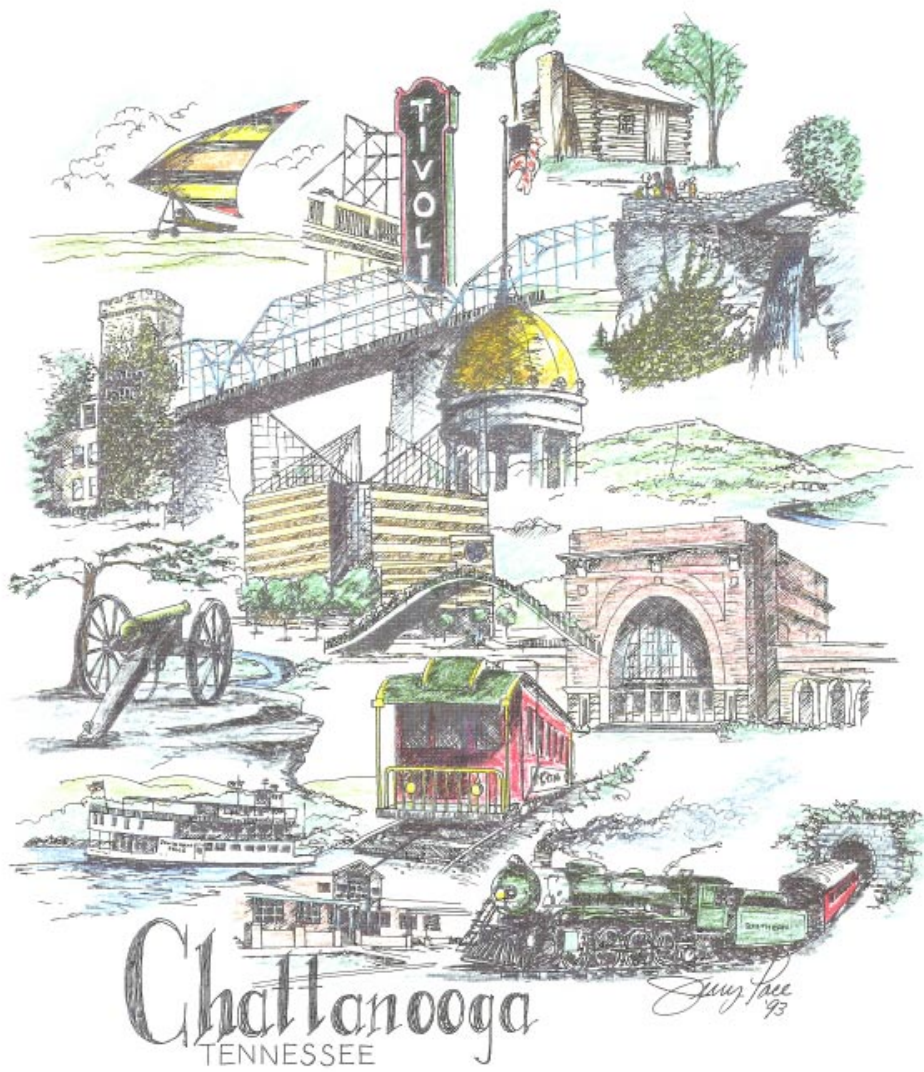
Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY00/01	Budget FY 01/02
Salary & Wages	-	-	-	1,619,741
Operations	-	-	-	669,876
Capital Outlay				
Transfers Out				
Total	0	0	0	2,289,617

Goals & Objectives

This division's mission is to provide City residents with a safe and efficient collection system of brush, wood, organic waste and bulky waste materials (old furniture and appliances, etc.) and to keep right-of-ways clear of debris.

- ① Organize collection crews into teams which provide residents with service at least once each month.
- ② Perform cost benefit analysis of collection program to ensure collection practices are cost efficient.
- ③ Develop data collection systems which will facilitate cost analysis.
- ④ Help reduce the cost of landfilling by diverting compostable materials to wood waste processing facilities.

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Garbage (tons)	3,307	5,000	5,550	5,200



Interceptor Sewer Fund

The Interceptor Sewer System was conceived in 1952 to provide sewers for the City in a planned and orderly manner. The System encompasses approximately 1,200 miles of sewer lines, 7 large custom-built pumping stations, 4 custom-built storm stations, 48 underground, wetwell-mounted, submersible pumping stations, 121 residential/grinder stations, 5 combined sewer overflows (CSO) and one (1) major regional wastewater treatment plant (Moccasin Bend).

A construction program to expand the secondary treatment capacity of Moccasin Bend to 65 MGD was completed in March 1984. The plant is now in its fifteenth year of operation. The System currently treats approximately 61.1 million gallons per day (MGD) of wastewater. The expansion of the Wet Weather Treatment and the Advanced Secondary Treatment was completed in the fall of 2000 and provides for an average treatment of 140 MGD and 220 MGD at peak periods.

The completion of the expansion of Moccasin Bend has allowed treatment operations at smaller treatment plants to be phased out and diverted to Moccasin Bend. The System serves the City and a surrounding metropolitan area which together have a population of approximately 400,000. In addition to the City, the System serves the following seven (7) suburban areas: City of Collegedale, Tennessee; part of Hixson Utility District service area in Hamilton County, Tennessee; area of Red Bank, Tennessee; City of East Ridge, Tennessee; City of Rossville, Georgia; Town of Lookout Mountain, Tennessee; Lookout Mountain Georgia and portions of Walker County, Georgia, Fort Oglethorpe, Georgia, and a portion of Catoosa County, Georgia.

The System is inspected on an annual basis. A detailed inspection of the System conducted in June 1999 by the Consulting Engineers and the staff of the System found the overall System to be well maintained and in good condition.

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Proposed FY 01/02
Administration	\$ 1,116,424	\$ 1,179,359	\$ 1,171,229	\$ 1,172,109
Quality Assurance	634,784	695,818	721,449	746,926
Collection System Eng. & Maint.	1,347,671	1,578,926	1,974,035	2,303,729
Waste Water Treatment Plant	8,019,407	9,858,038	9,937,680	10,756,532
Safety & Training	73,680	81,957	82,276	92,018
Landfill Handling	1,236,000	1,273,080	1,606,332	2,544,372
Capital	510,141	488,410	500,000	500,000
Debt Service & Reserve	14,523,197	13,844,796	16,731,945	15,109,456
Total	\$ 27,461,304	\$ 29,000,384	\$ 32,724,946	\$ 33,225,142

Category Expenditure

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Proposed FY 01/02
Personnel	\$ 4,492,228	\$ 4,691,818	\$ 4,952,795	\$ 5,176,254
Operating	7,921,455	9,900,145	10,540,206	12,437,132
Capital	524,424	563,625	500,000	502,300
Debt Service & Reserve	14,523,197	13,844,796	16,731,945	15,109,456
Total Expenditures	\$ 27,461,304	\$ 29,000,384	\$ 32,724,946	\$ 33,225,142
Per Capita	\$ 184.55	\$ 197.80	\$ 226.04	\$ 216.95
Positions Authorized	121	121	122	122

Administration

The administrative functions are for the support of the ISS as a total entity. These activities are comprised of general supervision of the ISS: payroll and human resource management; accounting, budgeting, billing and collection of charges and fees; requisitioning and warehousing of materials, supplies and equipment; processing of sewer service charge credits and preparation of payment documents.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 428,268	\$ 438,172	\$ 459,491	\$ 482,399
Operating	685,034	734,721	711,738	689,710
Capital	3,122	6,466	0	0
Total	\$ 1,116,424	\$ 1,179,359	\$ 1,171,229	\$ 1,172,109

Goals & Objectives

Improve the General Supervision of ISS

- ① Process credit requests in a timely manner
- ② Provide courteous customer service
- ③ Provide monthly performance data to operating entities
- ④ Data for prior month's performance should be with the supervisors no later than the 10th of the month
- ⑤ Proposed budget should provide sufficient funds for current year operations
- ⑥ Process payment request in time for discounts to be taken

Warehouse should have all frequently needed supplies on hand, non standard items should be available "just in time"

- ① Improve data base that gives minimum order quantity
- ② Inventory should decrease from previous year or increase no more than 1%

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Provide monthly performance data to operating entities	yes	yes	yes	yes
Process performance data by 10th each month	yes	yes	yes	yes
Average days used to process pay requests	3	3	3	3
Average credit request process time	13	11	10	9
Improve data base that gives minimum order quantity	95%	100%	95%	100%

Quality Assurance

The Quality Assurance division of the Interceptor Sewer is comprised of two divisions, Laboratory and Pretreatment/Monitoring.

The **Laboratory** function associated with wastewater facilities and systems primarily serves as support to provide data and other information to ensure proper performance of treatment facilities and compliance with applicable regulatory requirements. The laboratory facility located at the Moccasin Bend Wastewater Treatment Plant is an integral part of the overall Interceptor Sewer System (ISS) operations for the City of Chattanooga. Data and information generated by the laboratory are provided for the purposes of pretreatment permitting and monitoring, treatment plant influent organic loadings and wastewater characteristics, in-plant process control, wastewater effluent quality and NPDES Permit compliance, effluent receiving water quality as it relates to combined sewer overflow (CSO) regulatory requirements.

The primary purpose of an Industrial **Pretreatment Program** is to protect the operational performance of a wastewater treatment facility and water quality of the receiving stream through control limits on industry discharges into the sewer collection system. These industries must meet specific wastewater constituent limits in their discharge before an IPP permit is issued by the City. Industrial monitoring issues permits needed for the operation of industrial wastewater discharges, samples permitted discharges and ensures that all laws and regulations are complied with; they are the enforcement section of the ISS. Data samples collected by the monitoring and pretreatment section are used in the calculation of surcharge fees.

Major Accomplishments for F/Y 2000/2001

√ All permit required tests were performed in a timely manner.

√ All test were accurate and complete as required by NPDES permit.

Expenditure by Type

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 510,855	\$ 546,193	\$ 550,864	\$ 569,471
Operating	122,440	148,167	170,585	177,455
Capital	1,489	1,458	0	0
Total	\$ 634,784	\$ 695,818	\$ 721,449	\$ 746,926

Goals and Objectives

Utilization of Laboratory Information Management System (LIMS) in providing better services in meeting goals

High quality output using good laboratory practices

- ① Tests are completed in time for data to be useful should be done with a 99% on time factor.
- ② Tests are accurate and complete as required by NPDES permit.

Cost-effective laboratory operations

- ① Complete assigned tests with minimal manpower required through effective scheduling of personnel and tests.

Quality Assurance

- ❶ Eliminate testing that is not required in permit or used for plant operation enhancement.

Continued safe environment for employees and outstanding safety record

- ❶ *Participation in DMR-QA studies with acceptable results of at least 90%*
- ❷ *Regulatory and compliance acceptance*

Protection of the treatment facility and its processes, the collection system, and receiving system

- ❶ *Compliance with all applicable rules and regulations of regulatory agencies*
- ❷ *Effective and valid documentation and reporting*
- ❸ *Enforcement of permit requirements*
- ❹ *Fewer than 10 industrial non compliance incidents*
- ❺ *Reduce the number of upsets to wastewater treatment plant*

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Have all permit required tests been performed?	yes	yes	yes	yes
Were DMR-QA results in the 90%+range	yes	yes	yes	yes
Were all tests performed in time for results to be useful	yes	yes	yes	yes
Number of significant industrial user permit violations	8	N/A	11	N/A
Number of industrial user fines issued	3	N/A	4	N/A
Value of fines issued	5,500	N/A	4,100	N/A

Collection System Engineering & Maintenance

The Collection System Engineering and Maintenance division of the Interceptor Sewer is comprised of four divisions, Engineering, Sewer Maintenance, Inflow & Infiltration, and Combined Sewer Inflow.

Engineering. The emphasis of the engineering section is to provide engineering and logistical support to the I & I, CSO and Sewer Maintenance program. Engineering reviews and approves plans and specifications submitted by dischargers to the sewer system. Flow data from numerous metering points in the system is analyzed and used in the formulation for collection system expansion, construction of wastewater storage systems for times of extremely heavy flows, and the elimination of sanitary as well as combined sewer overflows. This activity is responsible for contract evaluation and administration of sewer performance, maintenance and rehabilitation contracts. The engineers also are responsible for sewer collection system policy enforcement.

Sewer Maintenance. The Sewer Maintenance is primarily responsible for the proper operation of the system's collector lines and interceptors excluding the operation of the pump stations. The crews clean, repair and replace smaller diameter sewer lines on a preventive as well as an emergency basis.

Inflow & Filtration. As with many communities throughout the United States, the City of Chattanooga has experienced a high degree of inflow and infiltration in its Interceptor and Collection Sewer System. The significance of this inflow and infiltration has resulted in periodic stormwater related overflows. Overflow conditions have impacted many receiving water systems throughout the country and, consequently, regulations have been promulgated to reduce and/or eliminate inflow and infiltration overflows from occurring. The City's Inflow and Infiltration program has been concentrated in the moratorium areas set by the State of Tennessee Commissioner's Order which requires reduction of overflows by the end of 1994. The I/I work consists of inspection and repair to reduce the number of overflow events which occur each year. The current effort of I & I work includes the use of two sewer flushing units, two TV inspection vans, grouting unit, and other related equipment.

The Inflow and Infiltration section is responsible for the inspection, cleaning and sealing of sewer lines. The elimination of excessive inflow and infiltration into the sewer system allows the freed up line capacity to be used by additional revenue generating customers. A tight sewer system also reduces the need to construct additional interceptors, pump stations or plant capacity.

Combined Sewer Overflow. The Interceptor Sewer System includes 13 combined sewer overflow point locations within approximately a 5 square mile area of downtown Chattanooga. In 1991, the State of Tennessee issued a Commissioner's Order that provides for specific activities to control combined sewer overflow by July 1, 2000.

The City has six CSO facilities in operation. The completed CSOs are located at Ross's Landing, Carter Street, Central Avenue, Tremont Street, Williams Street and Citico Avenue. The last two facilities will be completed by the end of FY 01/02.

Expenditure by Type

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 890,670	\$ 935,925	\$ 1,033,145	\$ 1,156,804
Operating	453,808	629,908	940,890	1,144,625
Capital	3,193	13,093	0	2,300
Total	\$ 1,347,671	\$ 1,578,926	\$ 1,974,035	\$ 2,303,729

Collection System Engineering & Maintenance

Major Accomplishments for F/Y 2000/2001

- ✓ Scheduled preventive maintenance reduced emergency sewer backup
- ✓ CSO located at Tremont Street, Williams Street & Citico Avenue

Goals & Objectives

Improve the performance of the collection system

- ① Inspection of sewer lines and the consequent grouting of holes or imperfect joints or leaking manholes.
- ② Cleaning of lines and the removal of obstructions as well as the construction of CSO facilities aid in the overflow reduction.

Maintain and rehabilitate the collection system

- ① Reduce rate of deterioration.
- ② Reduction in the number of overflows
- ③ Reduction in the number of emergency repairs
- ④ Reduction in the number of customer complaints

Enforce sewer use policies and suggest updates

- ① Update the sewer use ordinance
- ② Stress to developers and other parties to use the proper chain of command when reporting complaints
- ③ Improve oil and grease problems from restaurants

Improve the operation of the system's collector lines and interceptors

- ① Reduce the number of customer complaints, sewer backups, stoppages, pipe failures and overflows

Improve preventive maintenance of sewer lines

- ① Increase cleanings of trouble spots and sewer lines i.e. with large number of restaurants causing grease build up
- ② TV inspect all stoppages and backups of sewer lines after cleaning has been done to determine cause of problem

Eliminate the excessive inflow and infiltration into the sewer system

- ① Reduction in the number of wet weather backups and overflows
- ② Increase pipe capacity through infiltration reduction
- ③ Conduct system sewer line inspections and flow monitoring to identify sources of I & I

Compliance with the nine minimum controls of the National CSO Control Strategy Final Policy

Control of the frequency and quantity of overflows to minimize water quality impacts on receiving waters.

- ① Reduction in the number and/or pollutant load of combined sewer overflow
- ② Meet federal and state CSO control guideline

Continue effective operation of all CSO facilities

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Response to Sewer Customer requests	525	All	560	All
Number of requests that were customers responsibility	310	N/A	266	N/A
Repairing sewer pipe	125	60	70	60
Repairing manholes	30	35	15	35
Checking sewer lines for potential problems	100%	100%	100%	100%
Broken service lines fixed by private individuals	15	N/A	10	N/A

Waste Water Treatment Plant

The Moccasin Bend Waste Water Treatment Plant division of the Interceptor Sewer is comprised of four divisions: Liquid Handling, Solid Handling, Pump Stations, and Plant Maintenance.

Maintenance. The Plant Maintenance staff is responsible for all maintenance activities (mechanical, electrical, buildings and grounds) associated with the liquids and solids treatment processes at the wastewater treatment plant and the remote wastewater and stormwater pumping stations. The Interceptor Sewer System has in-place a maintenance program that includes predictive, preventive and corrective maintenance. A computerized data management system is used for scheduling and documenting maintenance activities. Plant Maintenance is performed under the supervision of the Plant Maintenance Supervisor.

Liquid Handling. The Moccasin Bend WWTP is a major regional treatment facility that processes both liquid and solids in the wastewater 24 hours/day, 365 days/year. It is designed to treat 65 MGD with a peak hydraulic capacity of 120 MGD. The liquid handling portion of the wastewater represents a significant portion of the treatment at the facility and more than half of the cost of the treatment works and operations & maintenance costs.

The liquid handling portion of the plant includes the following unit processes: screening, grit removal, septage receiving, comminution, primary clarification for solids and scum removal, flow equalization, high purity oxygen activated sludge process, final clarification, disinfection, and dechlorination. Other unit processes under the liquid handling section include anaerobic sludge digestion, plant water system, and sludge thickening. Operation of the liquid handling section is under the supervision of the Plant Operation Supervisor - Liquids.

Solid Handling. The Moccasin Bend WWTP has the design capability to produce over 200 dry tons of solids per day. The solids handling portion of the plant includes the following unit processes: sludge blending, chemical conditioning, and sludge dewatering (filter press and centrifuges). The combination of these processes reduce the solid pollutants and by-products removed from the liquid processes to a suitable form for disposal. Dewatered sludge is trucked to the City's landfill for ultimate disposal. The dewatered sludge product by the plant meets all EPA and State guidelines for use in land application. With a reduction in prime landfill space and more stringent guidelines governing the operating and maintaining of the landfill, alternative methods for sludge disposal need to be evaluated. The sludge processing and disposal operations are under the supervision of the Plant Operations Supervisor-Solids.

Expenditure by Type

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 2,593,485	\$ 2,698,795	\$ 2,836,514	\$ 2,889,352
Operating	5,419,443	7,105,444	7,101,166	7,867,180
Capital	6,479	53,799	0	0
Total	\$ 8,019,407	\$ 9,858,038	\$ 9,937,680	\$ 10,756,532

Goals & Objectives

Improve the operational integrity of the Waste water treatment plant

- ① Reduce the overall unit cost of operation
- ② Meet NPDES permit discharge requirement 99% of the time.
- ③ Reduce utility usage by 1% for periods of normal rainfall and temperature patterns
- ④ Reduce unscheduled overtime by 1%
- ⑤ Treat an average of 20 billion gallons/year

Waste Water Treatment Plant

- ⑥ *Reduce the overall unit cost of operation*
- ⑦ *Reduce manpower and utility requirements through automation*

Improve the efficiency of the Bio-Solids process.

- ① *Reduce chemical usage by 1%*
- ② *Reduce utility usage by 1%*
- ③ *Reduce unscheduled overtime hours by 1%*
- ④ *Produces and average of 85,000 wet tons of sludge annually*

Explore different Bio-Solid disposal options

- ① *Dispose of Bio-Solids in a private landfill*
- ② *Contracting of Bio-Solids disposal*

Reduce cost of the Bio-Solids process

Reduce frequency of unscheduled corrective maintenance

Document equipment condition and maintenance activities

Control of inventory to provide needed parts on an as-needed basis

Planned equipment replacement based on detailed repair/replacement evaluation and predictive maintenance program

Maintains equipment in like new condition

- ① *Reduce the size of work order backlog to near zero.*
- ② *Reduce unscheduled non-emergency overtime hours through better planning by 2%.*
- ③ *Insures availability of all equipment 80% of the time*

Develop an experience-based inspection program based on flow conditions, mechanical dependability of pump station equipment and maintenance requirements.

Maintain effective 24 hour per day monitoring of pump station operation

- ① *Reduce number of alarms at pump stations by increasing reliability of pumps through improved maintenance and remote monitoring*

<i>Performance Measures</i>				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Work orders completed	9,847	100%	9,800	100%
Meeting of NPDES permit discharge limits	99.50%	99.50%	99.50%	99.50%
Equipment availability	80%	85%	85%	85%
Average annual Bio-Solids production (dry tons)	27,936	N/A	28,000	N/A

- ② *Reduce the number of odor complaints received from pump stations through implementation of odor control systems*

Safety & Training

The Safety program establishes safe work practices, increases safety awareness and provides ongoing safety training opportunities for all employees. The existing training program includes a detailed schedule of activities for safety, general and job-specific training. It is the intent that all ISS employees receive the required training to meet current safety regulations. The safety program is under the supervision of an employee control safety committee chaired by the Director of Waste Resources.

Major Accomplishments for FY 2001/2002

√ No lost time due to a major accident

Goals & Objectives

Provide a safe work environment for all personnel

- ① Enhance employee skills and capabilities
- ② Reduce workman's compensation cases & rates
- ③ Maintain compliance with applicable rules & regulations
- ④ Reduce lost time accidents through improved education and awareness programs

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 68,950	\$ 72,733	\$ 72,781	\$ 78,228
Operating	4,730	8,825	9,495	13,790
Capital	0	399	0	0
Total	\$ 73,680	\$ 81,957	\$ 82,276	\$ 92,018

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Compliance with OSHA rules and regulations	yes	yes	yes	yes
In-house safety education	yes	yes	yes	yes
Number of lost time accidents	21	-	10	-
Number of workman comp cases	21	-	-	-

Landfill Handling

The Interceptor Sewer System generates and disposes an average of 123,000 (+/- 10%) wet tons of bio-solids annually. It also disposes of 3,000 (+/- 10%) wet tons of grit, screening and trash annually.

Expenditure by Type				
	Actual FY 98/99		Actual FY 99/00	
	Budget FY 00/01		Budget FY 01/02	
Personnel	\$	-	\$	-
Operating		1,236,000		1,273,080
Capital		0		0
Total	\$	1,236,000	\$	1,273,080
			\$	1,606,332
			\$	2,544,372

Solid Waste Fund

The Solid Waste and Sanitation fund is a division of the Department of Public Works. This division is responsible for the collection and disposal of most solid waste within the City. Garbage collection, brush and trash pickup, recycling, and landfill operation are the main functions of this division.

At the present time this division, specifically the landfill, is undergoing major changes to conform with new guidelines for operation and preparation for closure of aging landfill sites. These guidelines are promulgated by the Tennessee Department of Environment and Conservation to prevent contamination of underground water supplies and to provide for funding to cover the cost of care and maintenance of landfills after they are taken out of service. The major change in this fund for fiscal year 2002 is the transfer of two organizations to the General Fund. These two organizations are Waste Pickup - Garbage and Waste Pickup - Brush.

Goals & Objectives

Improve facility operations to reduce cost of services

Ensure operations are in compliance with State and Federal guidelines

Maximize the level of public service provided by this division

❶ *Reduce the impact of subtitle D compliance through diversion of solid waste through recycling.*

❷ *Reduce overall cost of processing through the expansion of recycling programs.*

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Recycle Center	\$ 658,118	815,898	\$ 628,460	652,851
Waste Disposal - Landfill	130,605	116,698	123,650	146,539
Compost Waste Center	509,567	590,959	726,790	697,504
Capital Improvements	0	6,910	0	0
Renewal & Replacements	32,158	15,694	86,900	25,000
Debt Service	2,207,136	1,301,363	2,750,861	3,222,434
Solid Waste Reserve	1,275,444	0	1,119,574	313,423
Waste Pickup - Brush	1,943,700	1,981,221	2,167,588	0
Waste Pickup - Garbage	2,586,024	2,789,532	2,711,587	0
Waste Disposal - City Landfill	409,061	1,697,873	1,586,984	1,533,794
Household Hazardous Waste	0	182,430	100,000	100,000
Total	9,751,813	9,498,578	12,002,394	6,691,545

Category Expenditures				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ 3,697,380	\$ 4,440,277	\$ 4,798,870	\$ 1,469,162
Operations	\$ 6,054,433	\$ 5,051,391	\$ 7,203,524	\$ 5,222,383
Capital Outlay	\$ -	\$ 6,910	\$ -	\$ -
Transfers Out				
Total	\$ 9,751,813	\$ 9,498,578	\$ 12,002,394	\$ 6,691,545
Per Capita				
Authorized Positions	157	156	152	39

Recycle Center

The City Recycle Division is made up of two sub-components: the City Recycle Center and the Dual Blue Bag curbside recycling program. The Center is a manned collection point for area residents and businesses to dispose of the recyclable fraction of their solid waste and is aimed primarily at residents and businesses not served by the curbside program. The Recycling Division is also engaged in environmental education, waste reduction survey and audits, and waste reduction program development.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ 342,471	250,637	\$ 230,631	247,619
Operations	315,647	565,261	397,829	405,232
Capital Outlay				
Transfers Out				
Total	658,118	815,898	628,460	652,851

Goals & Objectives

Extend the life of the Solid Waste Landfill.

Expand the level of environmental awareness through in-school programs.

Work with the Downtown Business Partnership to expand the Downtown Recycle waste reduction project.

With the use of Americorp support, develop a door-to-door information campaign targeted at areas with low participation.

Develop information campaign for waste oil disposal.

Expand the concept of backyard composting.

- ① *Increase the number of in-school visits by 20%.*
- ② *Complete the compost demonstration site at the Recycle Center.*
- ③ *Increase the number of community educational programs (visits to community groups) by 20%*
- ④ *Increase the total curbside set out rate to 30%.*
- ⑤ *Increase the total number of household served by 2,000*

Performance Measures				
	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Revenue from Recycling	45,346	46,000	44,500	46,000

Waste Disposal - Landfill

The function of the Landfill is to provide a location for the disposal of solid waste. All waste is compacted and covered daily, if possible metals are sorted out and sold to a recycle company. To extend the life of the site construction debris is no longer accepted.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ 14,458	668,144	\$ 825,179	782,539
Operations	394,603	1,029,729	761,805	751,255
Capital Outlay				
Transfers Out				
Total	409,061	1,697,873	1,586,984	1,533,794

Budget History for Summit Landfill (closed) and projected post closure cost for FY2002

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ -		\$ -	
Operations	130,605	116,698	123,650	146,539
Capital Outlay				
Transfers Out				
Total	130,605	116,698	123,650	146,539

Goals & Objectives

Maintain an efficient and environmentally safe landfill.

- ① Continue the landfill seeding program.
- ② Minimize Leachate production.
- ③ Prevent ground water contamination.
- ④ Conduct the filling operation according to all State of Tennessee rules and guidelines.
- ⑤ Operate landfill gas recovery system so that off site migration is prevented.

Waste Disposal - Landfill

Performance Measures	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Tipping Fee Collection				
City Garbage	47,346	45,000	31,800	43,000
Demolition	28,712	0	0	0
City Brush	3,307	3,400	5,543	5,200
City Trash	46,831	40,000	35,669	37,000
Garbage	70,411	50,000	27,547	12,000
County T & G	663	600	170	200
Single Tire pass	826	600	16	0
Single Truck pass	16	0	0	0
Special Waste	5,288	4,000	3,498	4,000
Trash	81,528	81,000	133,856	103,000
Bio-Solids	76,515	76,000	115,816	28,000
Roofing	6,231	6,000	0	0
Fluff	4,939	4,500	0	0
Filldirt	14,398	10,000	0	0
Residential Demolition	12	0	0	0
SR Soil	34,115	34,000	0	0
Bio-Solids SR@	6,524	6,000	0	0
Hamilton County BLdgs	3,824	3,500	2,778	3,000

Compost Waste Center

The function of the Compost Waste Center is to provide facilities for disposal of all burnable non air contaminating wood wastes or recyclable wood waste and leaves. This is done through chipping and partial composting. The Center also sorts mixed waste loads with daily transfer of non recyclables to the landfill.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ 220,309	405,405	\$ 437,765	439,004
Operations	289,258	185,554	289,025	258,500
Capital Outlay				
Transfers Out				
Total	509,567	590,959	726,790	697,504

Goals & Objectives

To provide for disposal or recycling of wood waste to reduce the volume of waste at the landfill.

- ❶ *Increase the amount of waste being chipped over that being burned.*
- ❷ *Increase the sale and giveaway of wood chips.*
- ❸ *Provide leaf compost to be used by public and City departments.*

Performance Measures				
	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Compost Waste (tone)	49,649	50,000	55,850	52,500
Revenue Collected	111,710	118,125	125,665	118,125

Household Hazardous Waste

The function of the Household Hazardous Waste Center is to provide facilities for collection of a variety of household products deemed hazardous and therefore not recommended for disposal in the City Landfill. These products are collected at the Center and disposed of thru a contract with an approved hazardous waste disposal company.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ -		\$ -	
Operations		182,430	100,000	100,000
Capital Outlay				
Transfers Out				
Total	0	182,430	100,000	100,000

Other Accounts

Capital Improvements

The Solid Waste Fund Capital Improvements activity is set up to provide for capital improvements to the Solid Waste and Sanitation Department. This includes providing for purchasing new equipment, expansion of the facilities.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages				
Operations				
Capital Outlay		6,910		
Transfers Out				
Total	0	6,910	0	0

Renewal & Replacement

This activity is set up to provide for replacement of small equipment.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ -		\$ -	
Operations	32,158	15,694	86,900	25,000
Capital Outlay				
Transfers Out				
Total	32,158	15,694	86,900	25,000

Debt Service

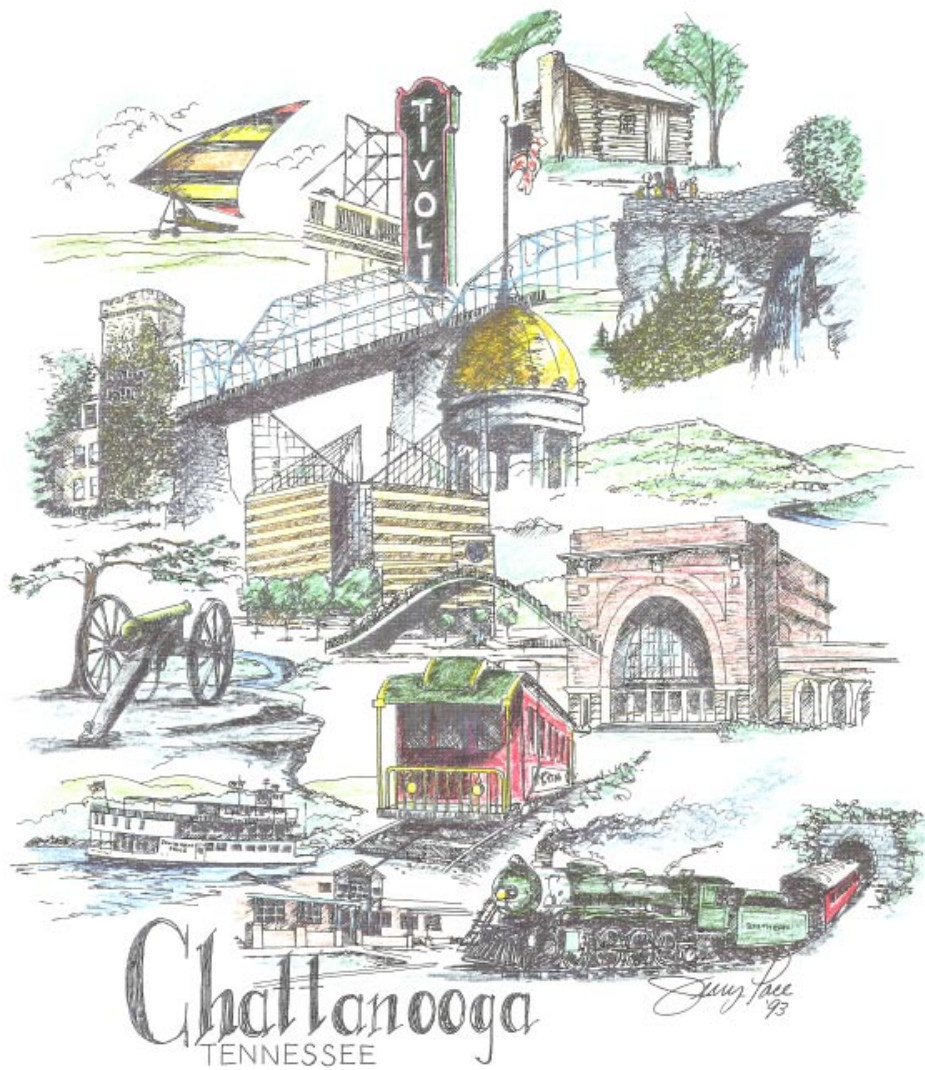
The Solid Waste Fund Debt Service activity is set up to provide for payment of bonded debt.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ -		\$ -	
Operations	2,207,136	1,301,363	2,750,861	3,222,434
Capital Outlay				
Transfers Out				
Total	2,207,136	1,301,363	2,750,861	3,222,434

Solid Waste Reserve

The Solid Waste Reserve activity is set up for the purpose of setting aside ten percent (10%) of the Landfill tipping fees to fund post closure care cost when the landfill is closed.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	\$ -		\$ -	
Operations	1,275,444		1,119,574	313,423
Capital Outlay				
Transfers Out				
Total	1,275,444	0	1,119,574	313,423



Storm Water Fund

The Stormwater Section of the Public Works Engineering/Stormwater Division is responsible for assessment, management, and monitoring of water quality in the major drainage basins of Chattanooga. An integral component of the duties of the Stormwater Section is the evaluation and elimination of flooding and related drainage issues. The Stormwater Section evaluates and responds to water quality and flooding issues, emergency spills, and citizen requests. The Section interacts with Federal, State, and local agencies, city departments, contractors,, and commercial and industrial land developers to assure compliance with erosion control and stormwater control regulations. The Section is responsible for issuing land disturbing and landscaping permits. The section is City of Chattanooga by the State of Tennessee. Also responsible for compliance with the NPDES Stormwater Discharge Permit issued.

Major Accomplishments for FY 2000/2001

- √Construction of four major drainage projects, affecting over 100 locations
- √Completion of four major CSO structures
- √Installation of automatic water quality samplers on major streams for enhanced water quality monitoring
- √Development of wetlands enhancement program

Division Expenditures				
	Actual '99	Actual '00	Budget '01	Budget '02
Storm Water Administration	2,498,312	2,387,861	1,165,914	1,346,722
Renewal & Replacement	81,052	57,124	71,400	77,600
Debt Service	1,765,786	2,140,906	2,172,937	2,314,318
Capital Improvements	-	294	12,739	-
Storm Water City Wide Services	-	-	1,365,640	1,049,360
Total	4,345,150	4,586,185	4,788,630	4,788,000

Category Expenditures				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	1,393,708	1,471,437	1,661,906	1,547,006
Operations	2,951,442	3,114,748	3,126,724	3,240,994
Capital Outlay	-	-	-	-
Transfers Out				
Total Expenditures	4,345,150	4,586,185	4,788,630	4,788,000
Per Capita				
Authorized Positions	32	35	44	44

Storm Water Administration

Storm Water Administration section is responsible for budgeting, planning and carrying out the requirements for obtaining the National Pollutant Discharge Elimination System (NPDES) permit from the Tennessee Department of Environment and Conservation. This office is also responsible for negotiating contracts for major storm water capital projects

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	1,393,708	1,471,437	757,200	877,661
Operations	1,104,604	916,424	408,714	469,061
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	2,498,312	2,387,861	1,165,914	1,346,722

Goals & Objectives

To continue to inventory of the city-wide drainage system (community waters) and incorporate the data into the GIS system for NPDES compliance.

To expand the automatic sampling program into the second year of the five year plan to install 15 samplers in the Chattanooga watersheds.

To better educate the citizens about the mission and objectives of the Stormwater management Section.

To continue the illicit discharge elimination program.

To continue to provide technical assistance to Federal, State, and Local agencies as required.

To continue to work toward being the premier stormwater management program in the United States.

Performance Measures				
	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
Storm Water Fee	4,850,116	5,100,000	5,034,000	4,104,048

Storm Water City Wide Services

The Storm Water Operations section of the division is responsible for water quality analysis, flood water management and control of illicit discharge.

Expenditure by Type				
	Acutal '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	904,706	669,345
Operations	-	-	460,934	380,015
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	0	0	1,365,640	1,049,360

Goals & Objectives

To carry out the requirements of federal and state resolutions for the control of storm water within the City

To insure that departmental equipment is always up to date.

- ① *Take periodic storm water samples for analysis.*
- ② *Make necessary improvements in the storm sewer system to prevent flooding.*
- ③ *Inspect and approve major storm water projects when completed.*
- ④ *Maintain records on equipment to indicate when old equipment is in need of replacement.*
- ⑤ *Reduce the time required for city abatement of nuisance lots.*

Other Accounts

Renewal & Replacement

The function of the Storm Water Fund renewal and replacement activity is to provide for purchasing replacement equipment and vehicles.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	-	-
Operations	81,052	57,124	71,400	77,600
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	81,052	57,124	71,400	77,600

Capital Improvements

Capital accounts are set up to provide for accounting for major storm water capital projects. Each project is funded and accounted for separately. The goal of the capital program is to insure adequate storm drainage both for normal and heavy periods of rain while eliminating the flow of pollutant into streams and protecting environmentally sensitive areas and wetlands.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	-	-
Operations	-	294	12,739	-
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	0	294	12,739	0

Debt Service

Bonds have been sold to finance major stormwater projects spanning several years. The Storm Water Debt Service activity provides for funding for repayment of the bonded debt

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Salary & Wages	-	-	-	-
Operations	1,765,786	2,140,906	2,172,937	2,314,318
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total	1,765,786	2,140,906	2,172,937	2,314,318

State Street Aid Fund

State Street Aid is a division of the Department of Public Works. This fund accounts for all revenue and expenditures from the City's share of State gasoline Taxes. The State distributes the taxes to municipalities based on population. Tennessee State Law requires that these funds be used for the construction and maintenance of city streets.

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Personnel	2,575,455	2,847,433	3,432,387	3,061,000
Operating	1,389,226	1,421,588	1,540,909	1,289,000
Capital	74,391	400,000	25,000	-
Transfers Out	-	-	-	-
Total	4,039,072	4,669,021	4,998,296	4,350,000
Per Capita	27.14	31.65	34.31	27.96
Authorized Position	101	101	111	111

Goals & Objectives

Develop and maintain a system of monetary controls which enables the Division to effectively apply State funds in the construction and maintenance of City streets.

Accurately track expenditures for approved projects.

Track projects at least monthly to ensure the division stays within budgetary guidelines.

Reduce the city's liability through timely repair and maintenance of City streets.

Maintain an automated data collection/filing system for projects and expenditures within this division to assist in budgetary compliance.

Enhance neighborhood streetscape through a series of maintenance and improvement projects as prescribed by the urban development plan.

Performance Measures				
	Actual FY 98/99	Goal FY 99/00	Estimate FY 00/01	Goal FY 01/02
City Broom	14,936	12,000	14,750	12,000
Contract Broom	2,180	2,200	2150	2200
Mowed by Tractor (miles)	11,775	16,000	14,995	16,000
Mowed by Hand (miles)	233	310	275	310
Garbage	70,411	50,000	27,547	12,000

State Street Aid Operations

State Street Aid is a division of the Department of Public Works. This fund accounts for all revenue and expenditures from the City's share of State gasoline Taxes. The State distributes the taxes to municipalities based on population. Tennessee State Law requires that these funds be used for the construction and maintenance of city streets. City crews within the Roads section are responsible for the construction, rehabilitation and maintenance of the city streets that are the responsibility of city forces. Operational activities for this section are determined primarily from the Pavement Management System, which is a study of city streets and their particular needs by the city's engineering department. This study is used to prioritize street maintenance. To enhance accessibility in neighborhoods, an alley maintenance crew has been established to clean and maintain alleys. Road maintenance crews also assist in the collection of leaves during the winter months. In addition to construction and maintenance activities, this section also includes the Street Cleaning section. This street cleaning section is responsible for cleaning streets and right-of-ways. This involves sweeping city streets and mowing of city right-of-ways on a regular basis. During leaf collection season, this section also assists in the collection of leaves with its hand crews and leaf machines (leaf vacuum trucks).

Expenditure by Type				
	Actual '99	Actual '00	Budget '01	Budget '02
Personnel	2,575,455	2,847,433	3,432,387	3,061,000
Operating	1,389,226	1,421,588	1,540,909	1,289,000
Capital	74,391	400,000	25,000	-
Transfers Out	-	-	-	-
Total	4,039,072	4,669,021	4,998,296	4,350,000
Per Capita	27.14	31.65	34.31	27.96
Authorized Position	101	101	111	111

Goals & Objectives

Put into place positive control measures (automated and manual data collection tasks) which help the division accurately track all fund expenditures to ensure expenditures meet State fund guidelines.

- ① Utilize appropriate monetary control measures to effectively apply State funds in the construction and maintenance of City streets and accurately track expenditures for approved projects.
- ② Track projects at least monthly to ensure the section stays within budgetary guidelines.
- ③ Reduce the city's liability through timely repair and maintenance of City streets

The effective use of crews and equipment to improve the appearance and safety of streets and right-of-ways in order to reduce the City's liability from accidents.

- ① Monitor street sweeping schedule to help reduce expenditures for personnel and equipment.
- ② Increase the number of leaf vacuum trucks in service to help reduce landfill costs by diverting organic materials to our compost/mulch operation.

State Street Aid Capital

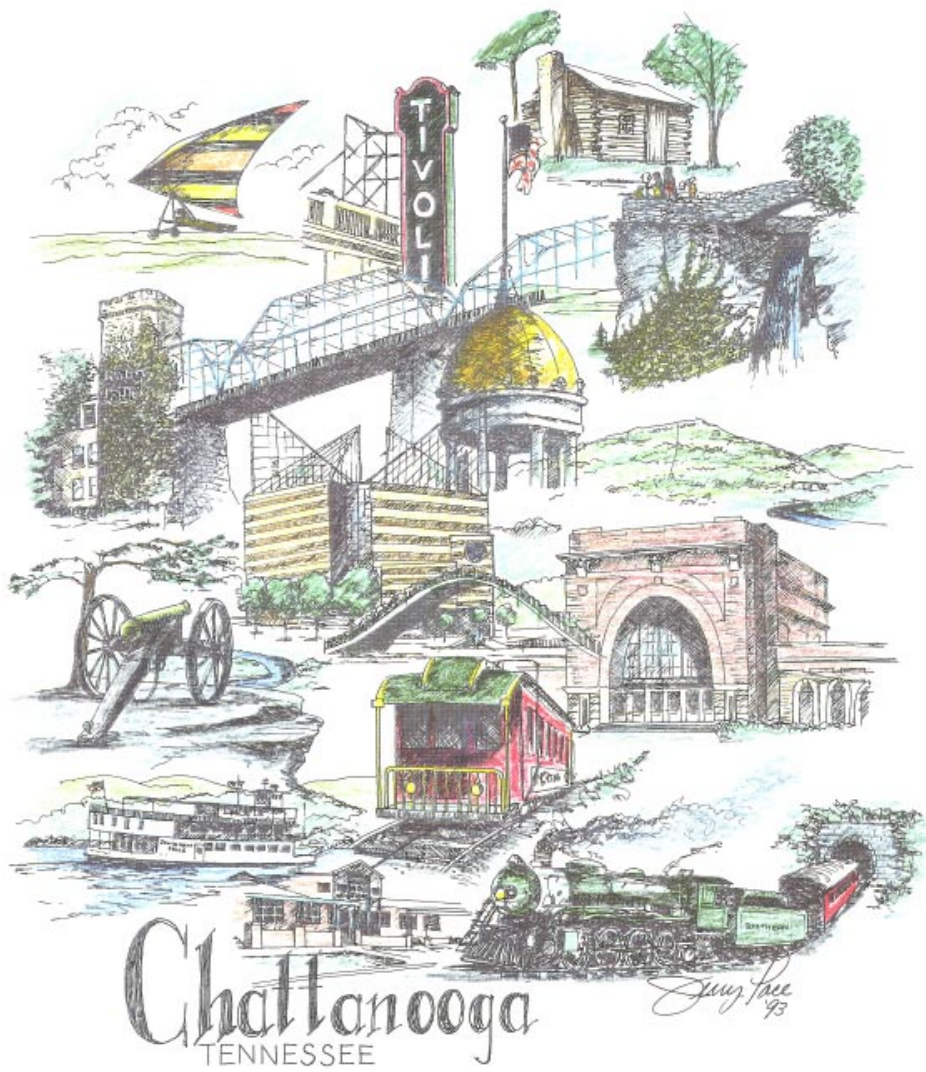
Capital accounts are set up to provide for accounting for large equipment purchases and major street projects. This includes City wide paving as well as major street rehabilitation. Each project is funded and accounted for individually.

Expenditure by Type	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel				
Operating				
Capital		372,651	400,000	600,000
Transfers Out	-	-	-	-
Total	0	372,651	400,000	600,000

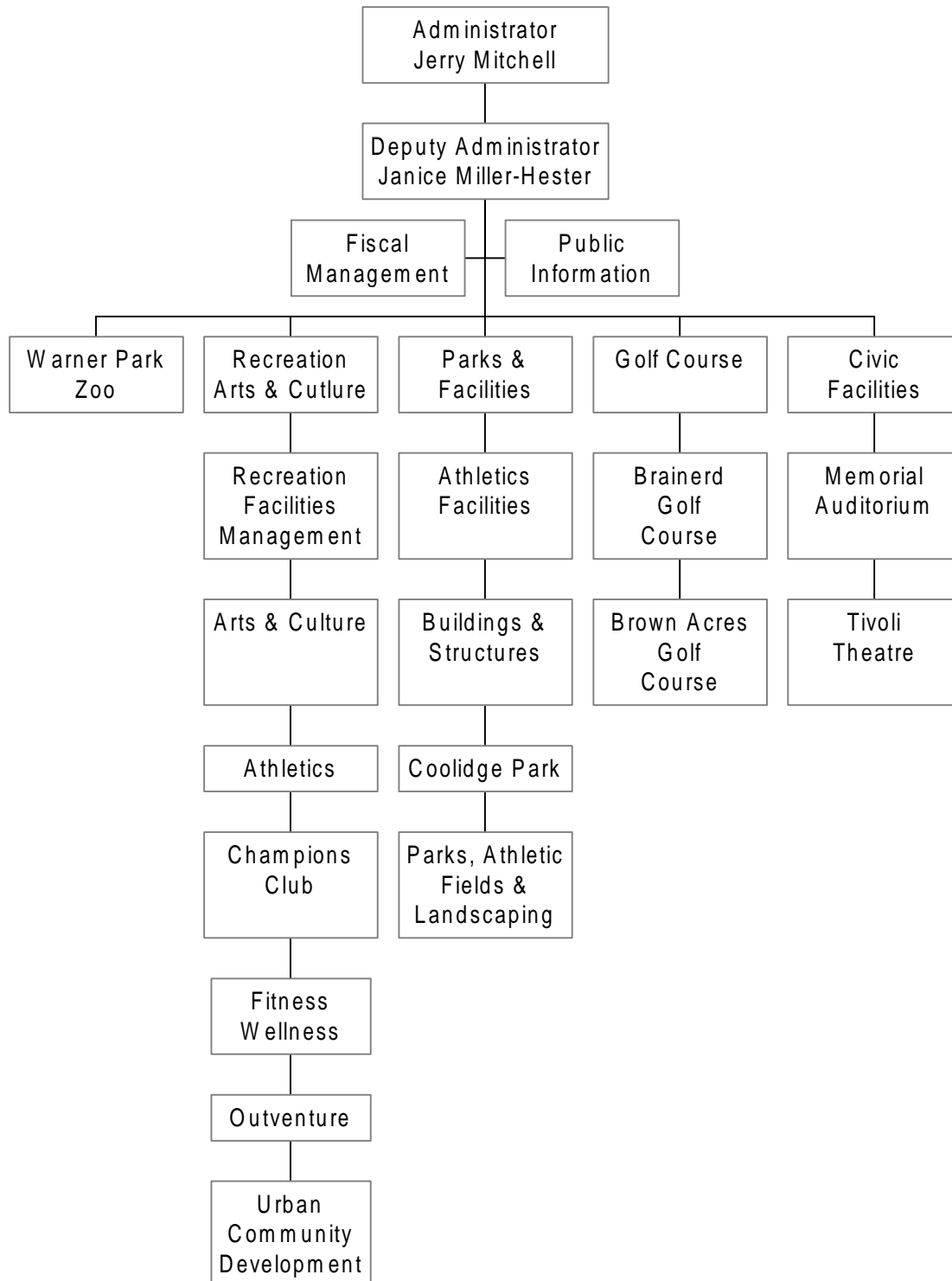
Goals & Objectives

Provide for the adequate repair and maintenance of City streets through the effective use of capital expenditures designated for equipment and projects which meet funding criteria.

- ❶ *Analyze each project and/or equipment expenditure to ensure expenditure criteria are met.*
- ❷ *Prioritize all paving projects to match annual budgetary limits.*
- ❸ *Monitor projects to avoid cost overruns.*



Department of Parks, Recreation, Arts, & Culture





Jerry Mitchell, Administrator



Janice Miller-Hester, Deputy Administrator



The Parks, Recreation, Arts, and Culture Department strives to provide an excellent variety of leisure opportunities to enhance the individual's quality of life in attractive and well maintained parks and facilities. This mission is accomplished through its many parks and recreation facilities, as well as organized community activities. Community recreation centers are provided within easy driving or walking distance for all of our citizens. There are numerous parks throughout the community for individual, family, or group enjoyment. The department works closely with all community, civic, and educational organizations to provide the best possible use of all available facilities.

The department is divided into three major divisions: Administration, Program Services and Parks & Facilities. Program Services includes Arts & Culture activities and Recreation activities. The Parks and Facilities division includes Park activities, Golf Course, and Civic Facilities.

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Administration	\$ 688,491	\$ 754,120	\$ 819,907	\$ 795,614
Program Services	2,941,832	2,834,071	3,521,623	3,866,206
Parks & Facilities	4,324,617	4,847,353	5,074,389	5,344,019
Civic Facilities	983,356	1,062,524	1,029,301	1,198,734
Municipal Golf	1,901,072	1,922,676	1,957,570	1,952,506
Total	\$ 10,839,368	\$ 11,420,744	\$ 12,402,790	\$ 13,157,079

Category Expenditure

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 6,954,295	\$ 7,254,997	\$ 8,151,132	\$ 8,586,751
Operating	3,600,180	3,938,444	4,090,258	4,372,744
Capital	284,893	227,303	161,400	197,584
Total Expenditures	\$ 10,839,368	\$ 11,420,744	\$ 12,402,790	\$ 13,157,079
Per Capita	\$ 72.85	\$ 77.90	\$ 85.67	\$ 85.91
Positions Authorized	370	399	407	360



Administration

The office coordinates all of the activities for the five divisions to provide an excellent variety of leisure opportunities within attractive, well-maintained, parks and recreational facilities. It also sets and approves departmental policy and direction. The functional composition of the office includes Administration, Public Information and Fiscal Management. Public Information's mission is to develop, coordinate and direct all information about all department programs, facilities and events to the public and media. Fiscal Management's mission is to provide financial and information systems management and support to the department.

Major Accomplishments for FY 2000/2001

- √ Achieved enhanced fiscal management capabilities with the completion of an upgrade to the internal pc-based Capital Projects reporting system.
- √ Initiated preliminary design and development of an internal pc-based Carousel Operations reporting system.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 499,610	\$ 530,035	\$ 671,340	\$ 570,221
Operating	174,219	222,425	148,567	225,393
Capital	14,662	1,660	0	0
Total	\$ 688,491	\$ 754,120	\$ 819,907	\$ 795,614

Goals & Objectives

To enhance the department's internal financial information systems management

① *Design and implement activity based costing systems for the programs and services provided.* ② *Begin the implementation of a computerized work order system for facilities maintenance to initiate the development of productivity measurements.*

To develop, coordinate and direct information about all department programs, facilities and events to the public and media.

① *Improve Program/Events Catalog.* ② *Improve the accuracy of information presented within the departmental website.* ③ *Increase the level of public input to the departmental website; maintain and grow media relationships.*

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
A/B Costing Systems Implementation	n/a	n/a	n/a	100%
Computerized W/O System Implement.	n/a	n/a	n/a	35%
Level of Errors Within Dept Website	n/a	n/a	n/a	0%
Increase Public Input to Dept Website	n/a	n/a	n/a	10%

Program Services

The Program Services division is responsible for providing a variety of recreational opportunities through athletics, fitness, outdoor adventure, life skills, and the arts. In addition to the enjoyment of the recreational activities, self-esteem and self-discipline are also built through these programs. Included in these programs are Fitness Center - health and fitness programs; OutVenture - outdoor recreation/education through canoe/kayaking, backpacking, rockclimbing and more; Sports - include but not limited to basketball, golf, volleyball, soccer, swimming, softball/baseball; Special Programs - activities for at-risk-youth and seniors; Champion's Club - tennis complex offering tennis programs, professional instructions; Arts - programs include art, craft and music classes.

Major Accomplishments for FY 2000/2001

- ✓ Developed Project Choices for teenagers.
- ✓ Implemented developmental swim team.
- ✓ Developed the Chattanooga Youth Council to serve as a "youth voice" when it comes to policies and procedures affecting the youth of the community.
- ✓ Two national winners in the Hershey Track Competition - one first place and one second place.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 2,224,611	\$ 2,076,365	\$ 2,537,576	\$ 2,827,598
Operating	706,708	740,565	984,047	1,038,608
Capital	10,513	17,141	0	0
Total	\$ 2,941,832	\$ 2,834,071	\$ 3,521,623	\$ 3,866,206

Goals & Objectives

Provide athletic opportunities for friendly competition.

- ❶ Strengthen aquatics program. ❷ Expand athletic programming for the new and renovated facilities.

Provide affordable health and fitness opportunities for users of all abilities

- ❶ Develop special classes seeking opportunities to enhance and expand programs for particular groups. ❷ Enhance program's visibility

Exposing the community to the outdoor opportunities in and around the Chattanooga area.

- ❶ Increase inner city participation in OutVenture programs. ❷ Create after school programming partnerships with high schools.

To create recreational programs while enhancing life skills.

- ❶ Enhance after school programs for the recreation centers. ❷ Increase recreational opportunities for teenagers that are both fun and educational. ❸ Provide seniors with more leisure opportunities.

Program Services

To offer affordable fine art programs on a year round basis.

❶ Offer more senior programming. ❷ Increase participation from recreation specialists in cultural arts programs. ❸ Increase the number of youth served by the Arts Build Chattanooga Neighborhoods Grant Program.

To develop, promote and support tennis in the Chattanooga area.

❶ Host tennis events that will have an economic and social impact on Chattanooga. ❷ Develop National Junior Tennis League. ❸ Provide structured leagues and tournaments for all ages.

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
% Increase Aquatics Program Participation	n/a	n/a	n/a	30%
PowerHouse Attendance	104,750	105,000	88,000	105,000
Implementation of High School After-School Programs	n/a	n/a	n/a	2
% Increase Non-Traditional Programming at Recreation Centers	n/a	n/a	n/a	25%
% Increase of senior OunVenture Programs	n/a	n/a	n/a	15%
% Increase Participation in Junior Tennis	n/a	n/a	n/a	10%

Parks and Facilities

The responsibility and mission for the division is to provide first-class parks, facilities and landscaping for recreational and leisure use by the citizens of Chattanooga. In this division are Coolidge Park which includes a 52 animal Denzel carousel and Downtown Riverpark with its park/plaza surrounding the Tennessee Aquarium. Maintenance of all the recreation facilities and parks are handled by the Parks maintenance division.

Major Accomplishments for FY 2000/2001

- ✓ Completed the renovation of the buildings at Avondale and East Chattanooga Recreation Center.
- ✓ Completed construction of a new world-class softball field at Warner Park.
- ✓ Began to upgrade and modernize the equipment within the department.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 2,825,117	\$ 3,201,423	\$ 3,358,651	\$ 3,625,488
Operating	1,379,588	1,562,936	1,631,838	1,634,631
Capital	119,912	82,994	83,900	83,900
Total	\$ 4,324,617	\$ 4,847,353	\$ 5,074,389	\$ 5,344,019

Goals & Objectives

Maintain and improve upon the regional park that sets national standards for cleanliness, enjoyment, safety, and beauty.

❶ Provide a consistent and effective maintenance program for all landscaped areas. ❷ Increase visibility of rangers and improve security within the park.

Improve the maintenance of all parks, athletic fields and landscaped areas to provide facilities that will enhance their enjoyment by all citizens; all buildings/structures to be professionally maintained.

❶ Establish acceptable service levels for all facilities and maintain each to the established level. ❷ Assess the cost of maintenance for each landscaped area and determine the appropriate service levels. ❸ Improve work order system to maximize efficiency, time management and customer service.

Provide quality athletic facilities and programs for the adults and youth in our community.

❶ Establish formal guidelines for partnerships with all community youth associations.

Parks and Facilities

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
% of Time Trim Planting Beds	n/a	n/a	n/a	90%
% of Time Rangers Stationed at Highly Used Facilities	n/a	n/a	n/a	80%
% of Time Facilities are to be Mowed & Trimmed Every Ten Days	n/a	n/a	n/a	90%
% of Time Landscaped Areas will have Fresh Plantings & be Weed-Free	n/a	n/a	n/a	80%
% of Time Respond to all Requests Within 24 Hours	n/a	n/a	n/a	100%
% of Time have an Approved Contract Signed by All Youth Associations	n/a	n/a	n/a	100%

Chattanooga Zoo at Warner Park

The Chattanooga Zoo at Warner Park is accredited by the American Association of Zoos and Aquariums. In 2001, the zoo completed the Gombe Forest Exhibit, a state of the art exhibit for chimpanzees and creatures from the Gombe Forest in Tanzania. Friends of the Zoo, an organization that has supported the zoo since 1985, privately funded this \$1.9 million dollar project. An estimated 100,000 people will visit the zoo in 2001, and another 40,000 will be served through the zoo's educational programs. Each year the zoo performs over 200 programs offsite, taking the message of conservation to locations from preschools to nursing homes. Friends of the Zoo's capital campaign has raised over 4 million dollars for the continued growth and development of the zoo as a community resource and compliment to the tourism offerings of Chattanooga.

Major Accomplishments for FY 2000/2001

- ✓ Completed construction and began operation of the new \$1.9 million provately funded Gombe Forest Exhibit.

The Budget Summary for this area is included within Parks and Facilities

Goals & Objectives

To enhance the recreational and educational opportunities through the Chattanooga Zoo

- ❶ Complete the construction of the African Aviary Exhibit.
- ❷ Establish a mentoring program with the Inner City Ministries organization.
- ❸ Complete the planning process for a new front entrance to the Zoo.

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Admissions	43,506	45,681	61,835	64,927

Civic Facilities

Manage, maintain and promote the use of the Soldier's and Sailor's Memorial Auditorium, Tivoli Theatre and their respective concessions areas. These facilities offer a gathering place for all citizens to enjoy the arts, travel via video all over the world, celebrate their love of country and generally enrich their lives by participating in or observing a public event. These facilities offer many special events as well as regular programming for the public.

Major Accomplishments for FY 2000/2001

- ✓ Completed renovation and began operation of the Tivoli Marquee.
- ✓ Completed the installation of a new cooling tower unit and HVAC control system at the Memorial Auditorium.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 536,480	\$ 540,840	\$ 634,614	\$ 684,787
Operating	443,735	519,186	394,687	513,947
Capital	3,141	2,498	0	0
Total	\$ 983,356	\$ 1,062,524	\$ 1,029,301	\$ 1,198,734

Goals & Objectives

Offer the best public facility available

❶ Book more multi-performance events, thus building market for future longer runs. ❷ Reduce overtime of Concession/ Security Supervisor by re-structuring ❸ Secure commitment for funding Community Theatre repairs and make up revenue from loss of Olivet Baptist 52 Community Theatre rental dates.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Attendance	330,000	350	407,178	380,000
# of events	225	300	357	315
# of days in use	390	450	472	430

Municipal Golf Courses

The golf division of Chattanooga Parks, Recreation, Arts & Culture is committed to creating a new standard in public golf for the Chattanooga community and its visitors. In our quest to accomplish this, we will raise the customers' expectations to a new level by offering outstanding service and affordable recreation on well maintained courses.

Major Accomplishments for FY 2000/2001

- √ Completed construction and began operation from the new Brown Acres clubhouse.
- √ Completed organizational restructuring of division.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 868,477	\$ 906,334	\$ 948,951	\$ 878,657
Operating	895,930	893,332	931,119	960,165
Capital	136,665	123,010	77,500	113,684
Total	\$ 1,901,072	\$ 1,922,676	\$ 1,957,570	\$ 1,952,506

Goals & Objectives

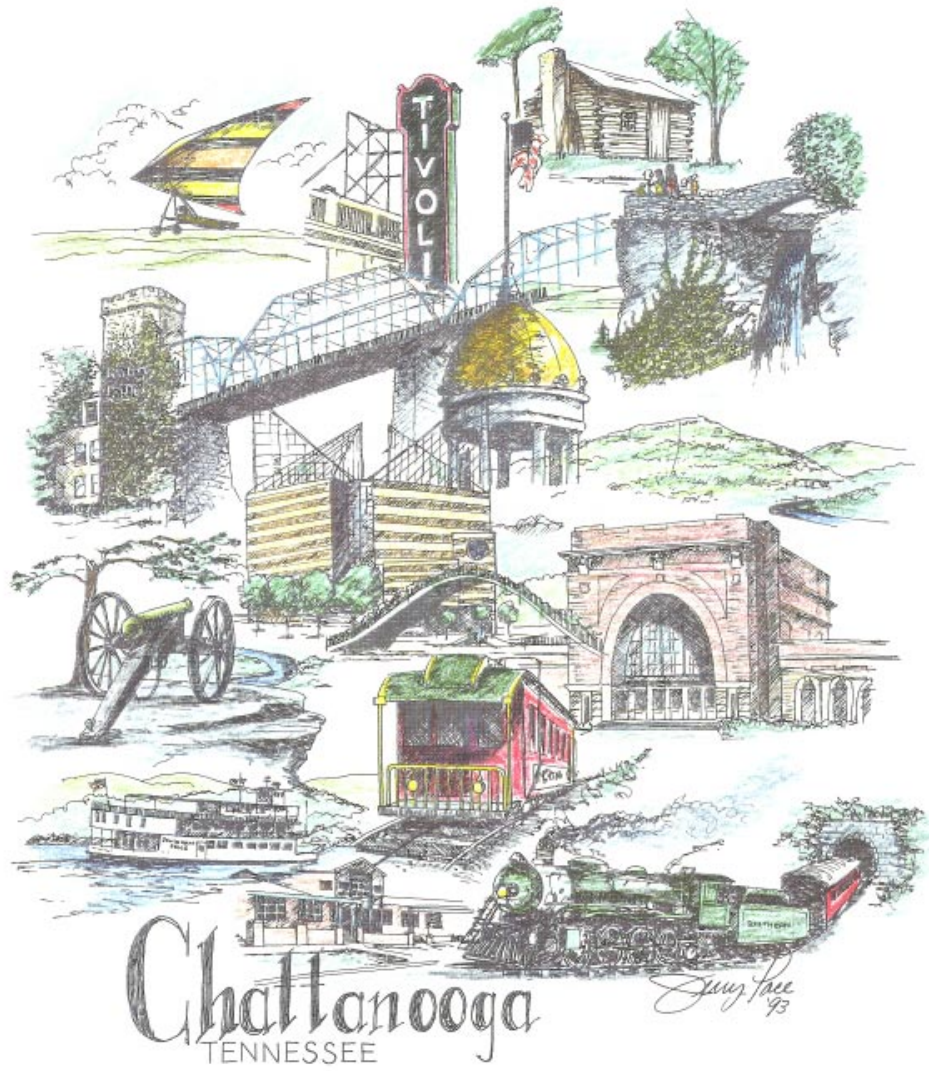
Continued improvement/investment in our facilities

- ❶ *Begin study on Brainerd maintenance facility renovations.*
- ❷ *Completion of pavilion at Brown Acres.*

Refocus on the development of junior golfers.

- ❶ *Continued support of Chattanooga 1st Tee.*
- ❷ *Support of area prep golf teams through hosting of events.*

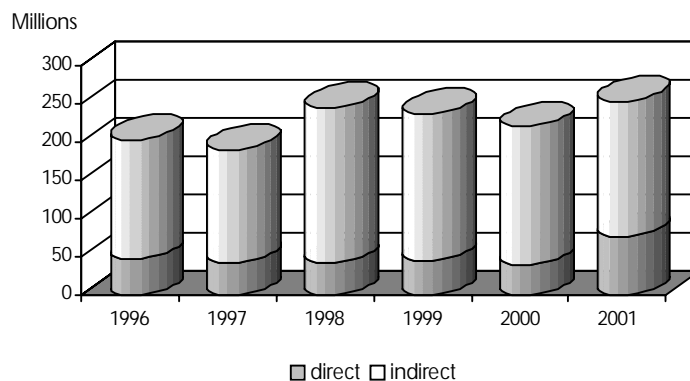
Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Green fee revenue from both courses	956,659	976,976	854,441	960,471



Debt Service Fund

The Debt Service Fund was established to account for all principal and interest payments on the City's long-term debt. This fund is accounted for using the modified accrual method of accounting. The long-term debt is composed of City of Chattanooga General Obligation Bonds, Notes Payable, and Capital Leases. A majority of the outstanding debt is general obligation bonds. The debt can be either Direct Indebtedness, in which case an operating transfer is made from the General Fund for the maturity payments, or it can be an Indirect Indebtedness, with the supporting fund transferring funds for the maturities. The following chart shows the history of the City's debt over the past five years and the relationship between Direct and Indirect Indebtedness.

Gross outstanding indebtedness as of June 30, 2001 is \$ 258,442,849.



The City government is authorized by the City Charter to issue bonds. Title 6, Chapter V, Article I, Section 6.107 of the Charter creates this authority and at the same time creates a debt limit.

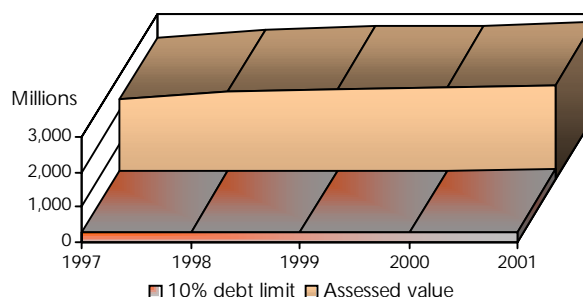
Sec. 6.107. General Debt Limit. Hereafter no bonds shall be issued by the City of Chattanooga in such an aggregate amount as will create or increase the total bonded indebtedness of said City more than ten per cent (10%) of the assessed valuation for the preceding year of all taxable property in said City.

The chart on the next page shows the debt limit for the past five years, based upon the assessed property valuation for the same period of time. After viewing the debt limits imposed by the City Charter when considering the assessed property valuation, the next chart presented compares the Net Direct Indebtedness with the 10% Debt Limit.

The Net Direct Indebtedness is the Gross Indebtedness less the Self-Supporting Indebtedness and the Debt Service Fund Balance for each year. As is evidenced by this chart, the City's Net Legal Debt Margin is very favorable. In May, 1996 the City sold \$13,000,000 Municipal Improvement Bonds specifically for the purpose of building a multipurpose stadium.

In 1998, the City issued \$64,000,000 General Obligation Bonds for the purpose of providing funds to construct, improve, replace and equip various public improvement projects for the City's regional Interceptor Sewer System, Solid Waste Landfill and Storm Water Program.

General Obligation Debt Capital Fiscal Year 1997 thru 2001

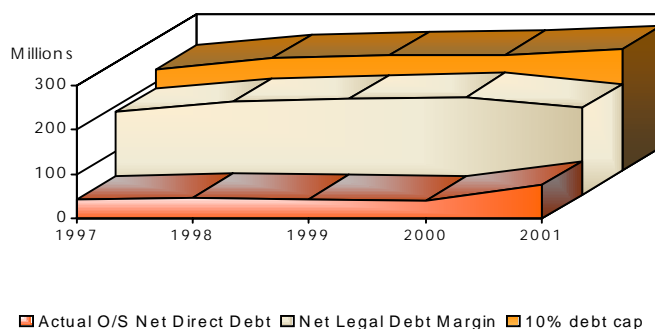


Also in 1998, the city issued \$27,120,000 General Obligation Refunding Bonds. The Bonds were issued for the purpose of advance refunding certain outstanding bonds to take advantage of lower market interest rates.

On February 9, 1999, the City Council approved by resolution, the intent to sell \$100,000,000 general obligation bonds during FY99/2000. \$43,000,000 will be used toward the design, construction, and equipping of a conference center facility, \$45,000,000 is for the expansion of the Convention and Trade Center and \$12,000,000 for the design and construction of a Development Resource Center. Since 1999, the cost of these projects has grown to \$117,700,000. This issue was sold in October 2000.

In March 2001 the City issued 48,310,000 General Obligation Bonds for the purpose of providing funds to construct, improve, replace, and equip various projects of the City and to pay the legal, fiscal, and administrative costs incident to the issuance and sale of the bonds.

Actual Outstanding Debt vs Debt Capital Fiscal Year 1997 thru 2001

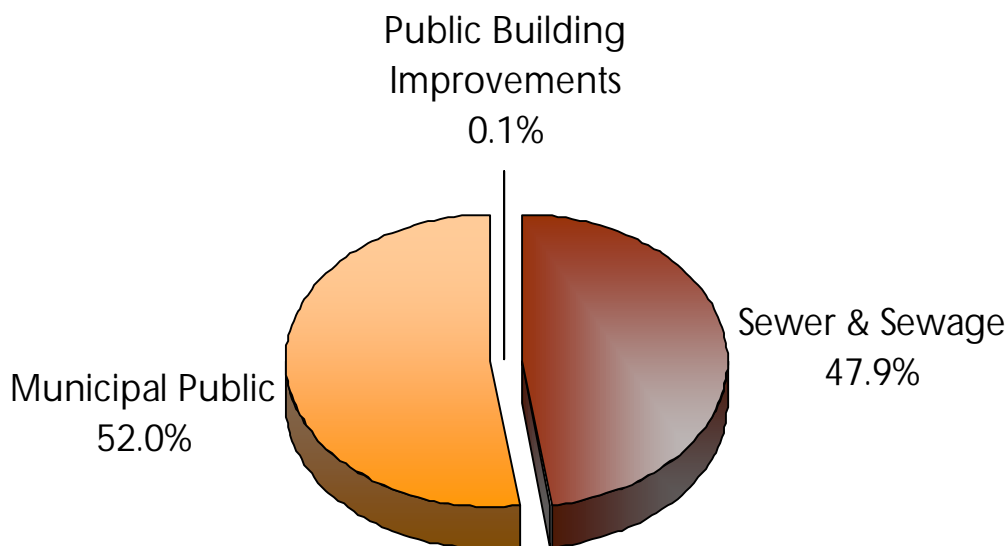


The \$258,442,849 Gross Outstanding Indebtedness of the City of Chattanooga as of June 30, 2001 reflects the financing decisions being made by the City to meet its long-term goals.

As this chart points out, the City is concentrating on Sewers and Municipal Public Improvements Bonds to satisfy the needs generated by these goals. The Sewer portion of the debt and a portion of the debt for Municipal Public Improvements is self supported debt. The City is in an excellent position to issue additional debt if required to for future projects. The operating transfer from the General Fund to pay the non-supported portion of the debt has remained fairly constant for the past five years, as reflected in the chart following.

General Obligation Bonds by Purpose

Fiscal Year 2002



This chart of City appropriations to the Debt Service Fund shows an increase of \$2,461 over this five year period. This represents a very minimal increase. At the same time, as chart #1 reveals, for this time frame total Gross Direct Indebtedness increased from \$191,283,521 at June 30, 1997 to \$258,442,849 at June 30, 2001, an increase of \$67,159,328 or 35.1%. Here again, this reflects the City's concentration on the sewer work, stormwater and solidwaste initiatives and other municipal improvements being self supported to meet long range goals, primarily in the downtown area of Chattanooga.

In FY99, the City funded \$4,838,400 of the capital improvement budget by reducing the General Fund appropriation to the Debt Service Fund. The Debt Service Fund used its fund balance to make up the shortfall between the debt service requirements and the General Fund funding source.

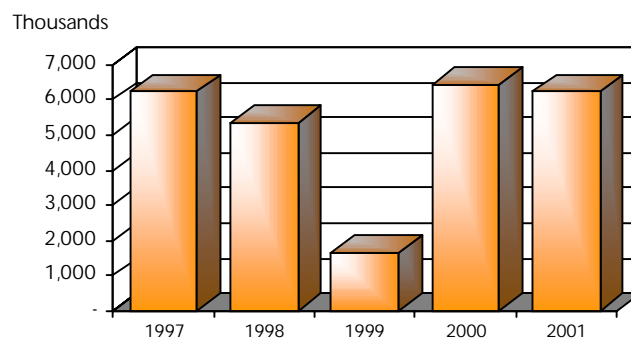
In FY2000, the City funded \$550,000 of the capital budget by reducing the General Fund appropriation to Debt Service. The total appropriation for FY00 was \$5,866,931

In FY2001, the General Fund will appropriate \$6,424,417, restoring its full funding level to support the debt requirement.

In FY 2002, the General Fund will appropriate \$8,964,342. This includes additional funds required to pay Debt Service on a potential \$15,000,000 new issue planned in FY 02.

General Fund Appropriation

Fiscal Years 1997 thru 2001



Overlapping Debt

In addition to the City, the County has the power to issue debt and to levy taxes or cause taxes to be levied on taxable property in the City. As of June 30, 2001, the County had gross outstanding general obligation debt of \$173,680,000 and net indebtedness of \$170,972,241. The percentage of County net indebtedness applicable to the City is 60.3127% or \$103,117,962. Also included in this section on Debt Service are schedules on Debt Ratios as of June 30, 2001, Historical Debt Ratios, and an analysis of General Obligation Debt as of June 30, 2001.

Outstanding General Obligation Debt

The following table sets forth all outstanding general obligation bond and note indebtedness of the City less applicable exclusions as of June 30, 2001; amounts are not adjusted for the City's share of County debt.

General Obligation Bonds by Purpose

Municipal Public Improvement	\$125,716,782	
Public Buildings Improvement	265,000	
Sewer and Sewage Facilities	115,758,219	
Total Bonded Indebtedness		\$ 241,740,001

Other Long-Term Indebtedness

General Obligation Capital Outlay Notes	\$16,702,848	
Total Short-Term Indebtedness		\$ 16,702,848

Gross Direct Indebtedness

Less: Self-Supporting Indebtedness		258,442,849
Sewer and Sewage Facilities Bonds ¹	115,758,219	
State of Tenn. Revolving Loan-CSO (ISS portion) ³	1,833,493	
State of Georgia Revolving Loan (ISS) ⁴	4,361,519	
Capital Lease City of Collegedale	304,399	
State Revolving Loan-CSO (Storm Water portion) ³	1,833,493	
Municipal Public Improvement Bonds ²	53,968,103	
Total Self-Supporting Indebtedness		179,059,226
Debt Service Fund ⁵		<u>3,971,606</u>

Net Direct Indebtedness

Plus: Estimated Net Overlapping Indebtedness		<u>76,412,017</u>
		<u>103,117,962</u>

Net Direct and Net Overlapping Indebtedness		<u>\$ 179,529,979</u>
---	--	-----------------------

- Note:
- (1) Sewer and Sewage Facilities Bonds have the pledge of unlimited ad valorem taxes on all taxable property in the City for their repayment. However, such bonds have been paid by the City from revenues derived from the operation of the City's Interceptor Sewer System.
 - (2) \$1,190,000 is payable from the hotel-motel tax collected by Hamilton County for such purpose, \$53,968,103 represents the outstanding balance of 1995 and 1998 Municipal Public Improvement Bonds of which \$21,016,079 is related to Storm Water and \$32,952,024 is related to Solid Waste of which will be paid by the city from the revenue derived from the operations of these funds.
 - (3) This amount represents 100 percent of the outstanding balance on a State revolving loan which 50% will be paid by the City from revenues derived from the operations of the City's Interceptor Sewer System and 50% from the operations of the Storm Water fund.
 - (4) The City of Chattanooga is the lead agent on the State of Georgia Revolving Loan however, the debt to be repaid by participating north Georgia municipalities.
 - (5) This represents unaudited Fund Balance at June 30, 2001.

Debt Ratios

The following table sets forth certain ratios relating to the City's general obligation indebtedness as of June 30, 2001.

Percentage	Amount of Indebtedness	Per Capita	of Assessed Valuation ²	of Full Valuation ³
Gross Direct Indebtedness ⁴	\$ 258,442,849	\$1,661	9.47	3.12%
Net Direct Indebtedness ⁴	76,412,017	491	2.17	0.92
Gross Direct and Net Overlapping Indebtedness ⁵	361,560,811	2,324	13.25	4.37
Net Direct and Net Overlapping Indebtedness ⁵	179,529,979	1,154	6.58	2.17
<i>Per Capita Assessed Valuation</i>	\$17,545*			
<i>Per Capita Full Valuation</i>	\$53,240**			

*Based on 2000 population estimate.

**Based on 2000 census

- Notes:
- (1) The City's population in 2001 was estimated at 155,554.
 - (2) The City's preliminary assessed valuation of taxable property as of June 30, 2001 was \$2,729,189,057.
 - (3) The City's estimated full valuation of taxable property as of June 30, 2001 was \$8,281,644,305.
 - (4) See "Historical Debt Ratios" under this section.
 - (5) The County's net overlapping indebtedness is \$170,972,241. The City's share is \$103,117,962. (60.3127%).

Other Long-Term Indebtedness

As of June 30, 2001, the City had the following other outstanding long-term indebtedness.

	Outstanding Amount	Issue Dated Date	Maturity
State of Tennessee Revolving Loan	\$3,666,986	03/01/93	02/28/2013
Capital Outlay Notes ¹	364,686	09/01/92	09/01/2006
Tennessee Municipal League Bond Pool (ALP-1993)	1,755,00	06/15/93	06/15/2003
Tennessee Municipal League Bond Pool (1997)	6,064,523	02/01/97	05/25/2012
State of Georgia Revolving Loan (2)	4,361,519	07/01/00	10/01/2019
Fire Hall Land Note (3)	41,735	04/01/99	04/01/2014
Capital Lease ML King Dev Corp (4)	144,000	06/13/00	06/30/2002
Capital Lease City of Collegedale (5)	304,399	10/01/00	08/01/2014

Notes: (1) City's share of Parking Garage at the Joint Courts Building.
 (2) Loan agreement with the State of Georgia
 (3) Land purchased for \$45,000 to build a Fire Super Station. Term of Loan - 15 years at 9.5%.
 (4) To lease and purchase property at ML King Blvd, formerly called the Solar Institute Building for the expansion of Police Training Facilities.
 (5) To lease and purchase an interceptor gravity sewer line, force main, pump station, easements and fee property associated with purchase.

Future Capital Financing

Each year the City develops and formally adopts a long range, five year capital improvement program (CIP). Annually, as part of the CIP process, the City departments are asked to review and prioritize their capital needs for the next five years. The capital projects for the first fiscal year of the five year CIP form the basis of the capital budget for that fiscal year. When the capital budget projects are finalized for the fiscal year, those projects are formally adopted by the City Council. The capital budget is funded each year from a variety of sources including debt proceeds, City appropriations, and Federal and state aid. Since departmental needs often change over time, the CIP is considered preliminary and subject to change until a capital budget is formally adopted by the City Council for a given fiscal year.

City of Chattanooga, Tennessee
General Obligation Self Supporting Bonded Debt Service Requirements
As of June 30, 2001

**Sewer & Sewage Facilities Bonds
Municipal Public Improvement Bonds
(Storm Water and Solidwaste)
and State Revolving Loan (CSO)**

Fiscal Year	Principal	Interest	Total P & I Requirements
2002	12,696,365.99	10,980,635.97	23,677,001.96
2003	12,990,705.00	10,341,443.32	23,332,148.32
2004	12,990,736.00	9,691,286.38	22,682,022.38
2005	13,351,993.00	9,030,257.77	22,382,250.77
2006	13,565,458.00	8,351,559.24	21,917,017.24
2007	14,089,223.99	7,657,663.54	21,746,887.53
2008	12,446,318.99	6,930,885.52	19,377,204.51
2009	14,549,559.01	6,236,015.77	20,785,574.78
2010	12,733,838.00	5,466,433.51	18,200,271.51
2011	12,048,769.00	4,814,813.13	16,863,582.13
2012	10,196,734.00	4,231,988.63	14,428,722.63
2013	10,392,758.01	3,688,679.88	14,081,437.89
2014	9,428,165.00	3,172,786.50	12,600,951.50
2015	9,748,380.00	2,680,161.38	12,428,541.38
2016	7,816,746.01	2,196,721.63	10,013,467.64
2017	8,140,614.00	1,793,067.25	9,933,681.25
2018	8,477,735.99	1,373,877.25	9,851,613.24
2019	7,252,529.00	978,373.00	8,230,902.00
2020	2,339,796.00	738,594.00	3,078,390.00
2021	2,064,600.00	630,140.00	2,694,740.00
2022	2,090,800.00	522,910.00	2,613,710.00
2023	2,117,100.00	413,370.00	2,530,470.00
2024	2,145,100.00	301,515.00	2,446,615.00
2025	2,176,800.00	188,260.00	2,365,060.00
2026	2,208,400.00	73,420.00	2,281,820.00
Total	\$ 218,059,224.99	\$ 102,484,858.67	\$ 320,544,083.66

City of Chattanooga, Tennessee
General Obligation Debt Service Requirements
As of June 30, 2001

Year	Principal	Interest	Total
2002	4,802,954.00	4,060,124.31	8,863,078.31
2003	4,631,212.00	3,831,564.46	8,462,776.46
2004	3,815,542.00	3,600,509.89	7,416,051.89
2005	3,969,444.00	3,410,692.26	7,380,136.26
2006	4,094,968.00	3,212,578.56	7,307,546.56
2007	4,266,060.00	3,005,853.76	7,271,913.76
2008	3,191,950.00	2,787,111.76	5,979,061.76
2009	4,519,441.00	2,591,200.51	7,110,641.51
2010	4,718,882.00	2,353,649.76	7,072,531.76
2011	4,735,724.00	2,111,100.76	6,846,824.76
2012	3,246,146.00	1,902,000.26	5,148,146.26
2013	2,924,828.00	1,734,603.38	4,659,431.38
2014	2,857,475.00	1,585,364.75	4,442,839.75
2015	2,996,497.00	1,435,016.13	4,431,513.13
2016	2,963,300.00	1,281,378.13	4,244,678.13
2017	2,065,600.00	1,124,827.00	3,190,427.00
2018	2,180,100.00	1,020,107.50	3,200,207.50
2019	1,892,400.00	920,175.00	2,812,575.00
2020	1,998,900.00	825,555.00	2,824,455.00
2021	2,105,400.00	725,610.00	2,831,010.00
2022	2,224,200.00	620,340.00	2,844,540.00
2023	2,342,900.00	509,130.00	2,852,030.00
2024	2,469,900.00	391,985.00	2,861,885.00
2025	2,613,200.00	268,490.00	2,881,690.00
2026	2,756,600.00	137,830.00	2,894,430.00
Total	\$ 80,383,623.00	\$ 45,446,798.18	\$ 125,830,421.18

GENERAL LONG-TERM DEBT

Serial Bonds:

	Outstanding July 1, 2000	Interest Pd FY 99/01	Issued FY 99/01	Retired FY 99/01	Outstanding June 30, 2001	Maturing FY 2002	Interest Payable FY 2002
1987 Jail/Court Building	530,000	26,500		265,000	265,000	265,000	13,250
1992 Municipal Public Improvement	960,000	58,646		135,000	825,000	145,000	47,796
1992 Series A Refunding	8,185,687	422,612		764,008	7,421,679	756,124	384,230
1995 Municipal Public Improvement	6,670,900	351,110		796,100	5,874,800	843,600	310,508
1996 Municipal Improvement	11,260,000	605,995		480,000	10,780,000	505,000	583,195
1998 Public Improvement Refunding	7,282,400	391,475		11,200	7,271,200	11,200	391,027
2001 Municipal Public Improvement	0	0	39,576,000	0	39,576,000	778,500	1,952,173
Subtotal- Serial Bonds	34,888,987	1,856,338	39,576,000	2,451,308	72,013,679	3,304,424	3,682,179

Notes payable:

1990 TML Bond Fund	483,500	14,535		483,500	0	0	0
1993 TML bond Fund	2,570,000	130,382		815,000	1,755,000	855,000	90,855
Hamilton Court Parking Garage	425,467	24,890		60,781	364,686	60,781	21,213
1997 TML Bond Fund	5,243,333	257,191	1,235,190	414,000	6,064,523	437,000	261,987
1999 Fire Hall Land Note	43,324	4,048		1,591	41,733	1,749	3,890
Total notes payable	8,765,624	431,046	1,235,190	1,774,872	8,225,942	1,354,530	377,945

Capital leases payable:

2000 Capital Lease M L King Dev Corp	0	0	829,000	685,000	144,000	144,000	0
Total capital leases payable	0	0	829,000	685,000	144,000	144,000	0

PROPRIETARY FUNDS

Interceptor Sewer System:

1976 Sewer & Sewage Facilities	260,000	11,700		260,000	0	0	0
1992 Sewer & Sewage Facilities	3,725,000	227,366		535,000	3,190,000	565,000	184,741
1992 Sewer & Sewage Facilities Refunding	43,724,313	2,257,404		4,080,992	39,643,321	4,038,876	2,052,388
1995 Sewer & Sewage Facilities Refunding	17,900,000	858,176		1,680,000	16,220,000	1,715,000	784,256
1995 Sewer & Sewage Facilities	13,205,000	710,301		610,000	12,595,000	635,000	679,801
1998 Sewer & Sewage Facilities	31,615,190	1,575,613		1,034,392	30,580,798	1,082,799	1,527,976
1998 Sewer & Sewage Facilities Refunding	13,572,900	711,099		43,800	13,529,100	43,800	709,347
Total serial bonds	124,002,403	6,351,659	0	8,244,184	115,758,219	8,080,475	5,938,510

Notes payable:	State of Tennessee Revolving Loan	1,954,603	75,600	121,110	1,833,493	126,024	70,686
	State of Georgia Revolving Loan	4,426,736	258,886	65,216	4,361,520	157,547	166,555
	Total notes payable	6,381,339	334,486	0	6,195,013	283,571	237,241
Capital leases payable:	2001 Capital Lease City of Collegedale	0	13,589	316,052	304,399	16,195	17,458
	Total capital leases payable	0	13,589	316,052	304,399	16,195	17,458
Total Interceptor Sewer System		130,383,742	6,699,734	316,052	122,257,631	8,380,241	6,193,209
Solid Waste & Sanitation Fund:	1995 Municipal Public Improvement	6,456,729	339,837	770,541	5,686,188	816,516	300,540
	1998 Municipal Public Improvement	17,415,541	867,942	569,805	16,845,736	596,471	841,701
	1998 Municipal Public Improvement Refunding	3,686,100	202,736	0	3,686,100	0	202,736
	2001 Municipal Public Improvement	0	0	6,734,000	6,734,000	132,300	332,171
	Total Solid Waste & Sanitation Fund	27,558,370	1,410,515	6,734,000	32,952,024	1,545,287	1,677,147
Stormwater fund	1995 Municipal Public Improvement	4,427,371	233,026	0	3,899,012	559,884	206,080
	1998 Municipal Public Improvement	13,014,270	648,595	0	12,588,467	445,730	628,985
	1998 Municipal Public Improvement Refunding	2,528,600	139,073	0	2,528,600	0	139,073
	2001 Municipal Public Improvement	0	0	2,000,000	2,000,000	39,200	98,656
	Total serial bonds	19,970,241	1,020,694	2,000,000	21,016,079	1,044,814	1,072,794
Notes payable:	State Revolving Loan	1,954,603	75,600	0	1,833,493	126,024	70,686
		1,954,603	75,600	0	1,833,493	126,024	70,686
Total Stormwater Fund		21,924,844	1,096,294	2,000,000	22,849,572	1,170,838	1,143,480
TOTAL G. O. DEBT		223,521,567	11,493,927	50,690,242	258,442,848	15,899,320	13,073,960

PRIMARY GOVERNMENT									
Electric Power Board									
2001 Electric System Revenue Bonds									
	0	1,003,400	40,000,000	0	40,000,000	1,600,000	1,966,800		
Total Electric Power Board	0	1,003,400	40,000,000	0	40,000,000	1,600,000	1,966,800		
Total Primary Government									
	0	1,003,400	40,000,000	0	40,000,000	1,600,000	1,966,800		
COMPONENT UNITS									
Metropolitan Airport Authority:									
1990 Airport Revenue Bonds									
	12,104,256	892,086		293,333	11,810,923	310,000	875,411		
Total Metropolitan Airport Authority	12,104,256	892,086	0	293,333	11,810,923	310,000	875,411		
Southside Redevelopment Corporation:									
2000 Chatt Lease Rental Revenue Bonds									
	0	3,599,488	129,200,000	0	129,200,000	0	7,198,975		
Total Southside Redevelopment Corp	0	3,599,488	129,200,000	0	129,200,000	0	7,198,975		
Total Component Units	12,104,256	4,491,574	129,200,000	293,333	141,010,923	310,000	8,074,386		

History of General Obligation Debt

The following table sets forth all outstanding general obligation bond and note indebtedness of the city at the end of the fiscal years 1995/96 through 2000/01, less applicable exclusions, adjusted to reflect the City's applicable share of County debt.

General Obligation Bonds by Purpose	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
Bridge Improvement	\$0	\$0	\$0	0	0	0
Street Improvement	340,000	230,000	120,000	0	0	0
Municipal Airport Improvement	0	0	0	0	0	0
Urban Renewal	1,275,000	895,000	515,000	200,000	0	0
Public Buildings Improvement	1,710,000	1,385,000	1,060,000	795,000	530,000	265,000
Municipal Parks & Playground Improvement	120,000	80,000	40,000	20,000	0	0
Urban Transit	270,000	180,000	90,000	0	0	0
Storm Water Sewer Facilities	100,000	50,000	0	0	0	0
Sewer and Sewage Facilities	121,157,052	113,637,394	139,144,318	131,981,463	124,002,403	115,758,219
Municipal Public Improvement	<u>65,632,948</u>	<u>62,302,606</u>	<u>90,170,682</u>	<u>86,563,537</u>	<u>81,887,597</u>	<u>125,716,782</u>
Total Bonded Indebtedness	\$190,685,000	\$178,760,000	\$231,140,000	\$219,620,000	\$206,420,000	\$241,740,001
Other Long-Term Indebtedness						
General Obligation Capital Outlay Notes	5,876,851	5,398,983	4,912,739	8,874,321	8,804,733	8,434,926
Tennessee Municipal Bond Fund and Capital Leases	<u>7,917,500</u>	<u>7,084,538</u>	<u>9,678,425</u>	<u>9,011,640</u>	<u>8,296,833</u>	<u>8,267,922</u>
Gross Direct Indebtedness	\$204,479,351	\$191,243,521	\$245,731,164	237,505,961	223,521,568	258,442,849
Less: Self-Supporting Indebtedness	147,739,894	138,882,708	194,393,763	190,087,671	179,866,955	218,059,226
Debt Service Fund	<u>9,127,569</u>	<u>8,802,830</u>	<u>8,802,830</u>	<u>2,158,445</u>	<u>2,671,606</u>	<u>3,971,606</u>
Net Direct Indebtedness	\$36,282,505	\$43,557,983	\$42,534,571	\$45,259,845	\$40,983,007	\$76,412,017
Plus: Estimated Net Overlapping Indebtedness	75,913,865	100,669,117	89,480,985	98,505,368	88,150,799	103,117,962
Net Direct and Overlapping Indebtedness	\$112,196,370	\$144,227,100	\$132,015,556	\$143,765,213	\$129,133,806	\$179,529,979

Notes:

- (1) Includes \$668,592 payable to Hamilton County for City's share of City/County Parking Garage, \$4,787,342 State Revolving Loan for combined sewer overflow facilities and \$420,917 TML Loan.
- (2) Includes \$607,810 payable to Hamilton County for City's share of City/County Parking Garage, \$4,580,714 State Revolving Loan for combined sewer overflow facilities and \$210,459 TML Loan.
- (3) Includes \$547,029 payable to Hamilton County for City's share of City/County Parking Garage, \$4,365,710 State Revolving Loan for combined sewer overflow facilities.
- (4) Includes \$486,248 payable to Hamilton County for City's share of City/County Parking Garage, \$4,141,994 State of Tennessee Revolving Loan for combined sewer overflow facilities and \$4,246,079 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion.
- (5) Includes \$42,546 payable to Hamilton County for City's share of City/County Parking Garage; 3,909,206 State of Tennessee Revolving Loan for combined sewer overflow facilities, \$4,426,736 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion and \$43,324 Fire Hall Loan
- (6) Includes \$364,686 payable to Hamilton County for City's share of City/County Parking Garage; 3,666,986 State of Tennessee Revolving Loan for combined sewer overflow facilities; 4,361,519 State of Georgia Revolving Loan for the Northwest Georgia Sewer Expansion, 41,735 Fire Hall Loan

Year ended June 30	1993	1994	1995	1996	1997	1998	1999	2000	2001
Estimated population(1)	155,000	154,700	154,200	151,600	150,300	148,800	147,500	147,500	155,554
Appraised property valuation	\$6,125,657,228	\$6,555,195,935	\$6,637,392,236	\$6,724,514,167	\$6,952,125,326	\$7,710,994,825	\$7,944,005,472	\$7,984,908,874	\$8,281,644,305
Assessed property valuation	2,039,234,429	2,171,396,746	2,198,869,948	2,224,070,683	2,295,859,675	2,529,989,692	2,604,110,025	2,617,535,875	2,729,189,057
Gross indebtedness (2)	169,276,511	159,288,470	185,837,792	204,479,351	191,283,521	245,731,165	237,505,962	223,521,569	258,442,849
Less: Self-supporting indebtedness(3)	130,073,419	121,598,982	140,426,612	147,739,894	138,922,708	194,393,764	190,087,672	179,866,956	178,059,226
Debt Service Fund	8,062,547	8,268,907	9,128,676	9,127,569	8,802,830	7,126,274	2,566,687	2,671,606	3,971,606
Net direct indebtedness	31,140,545	29,420,581	36,282,504	47,611,888	43,557,983	44,211,127	44,851,603	40,983,007	76,412,017
Plus: Estimated net overlapping indebtedness	72,122,174	84,898,036	75,913,865	79,884,361	100,669,117	99,208,181	98,505,368	88,150,782	103,117,962
Net direct and overlapping indebtedness	\$ 103,262,719	\$ 114,318,617	\$ 112,196,369	\$ 127,496,249	\$ 144,227,100	\$ 143,419,308	\$ 143,356,971	\$ 129,133,789	\$ 179,529,979
Gross debt per capita	\$ 1,092.11	\$ 1,029.66	\$ 1,205.17	\$ 1,348.81	\$ 1,272.68	\$ 1,651.42	\$ 1,610.21	\$ 1,515.40	\$ 1,661.43
Net direct debt per capita	200.91	190.18	235.30	314.06	289.81	297.12	304.08	277.85	491.23
Net direct and overlapping debt per capita	666.21	738.97	727.60	841.00	959.59	963.84	971.91	875.48	1,154.13
Gross debt to appraised valuation	2.76%	2.43%	2.80%	3.04%	2.75%	3.19%	2.99%	2.80%	3.12%
Net direct debt to appraised valuation	0.51%	0.45%	0.55%	0.71%	0.63%	0.57%	0.56%	0.51%	0.92%
Net direct debt and overlapping debt to appraised valuation	1.69%	1.74%	1.69%	1.90%	2.07%	1.86%	1.80%	1.62%	2.17%
Gross debt to assessed valuation	8.30%	7.34%	8.45%	9.19%	8.33%	9.71%	9.12%	8.54%	9.47%
Net direct debt to assessed valuation	1.53%	1.35%	1.65%	2.14%	1.90%	1.75%	1.72%	1.57%	2.80%
Net direct and overlapping debt to assessed valuation	5.06%	5.26%	5.10%	5.73%	6.28%	5.67%	5.51%	4.93%	6.58%

(1) Population figures for all years are estimates except 1991; population used for 1991 is the 1990 Census Count.

(2) Gross indebtedness excludes revenue bonds payable by the Electric Power Board of Chattanooga and the Metrc

(3) The self-supporting debt includes Sewer Bonds and municipal public improvement bonds supported by Hotel Motel taxes.

Debt Service Fund Revenues

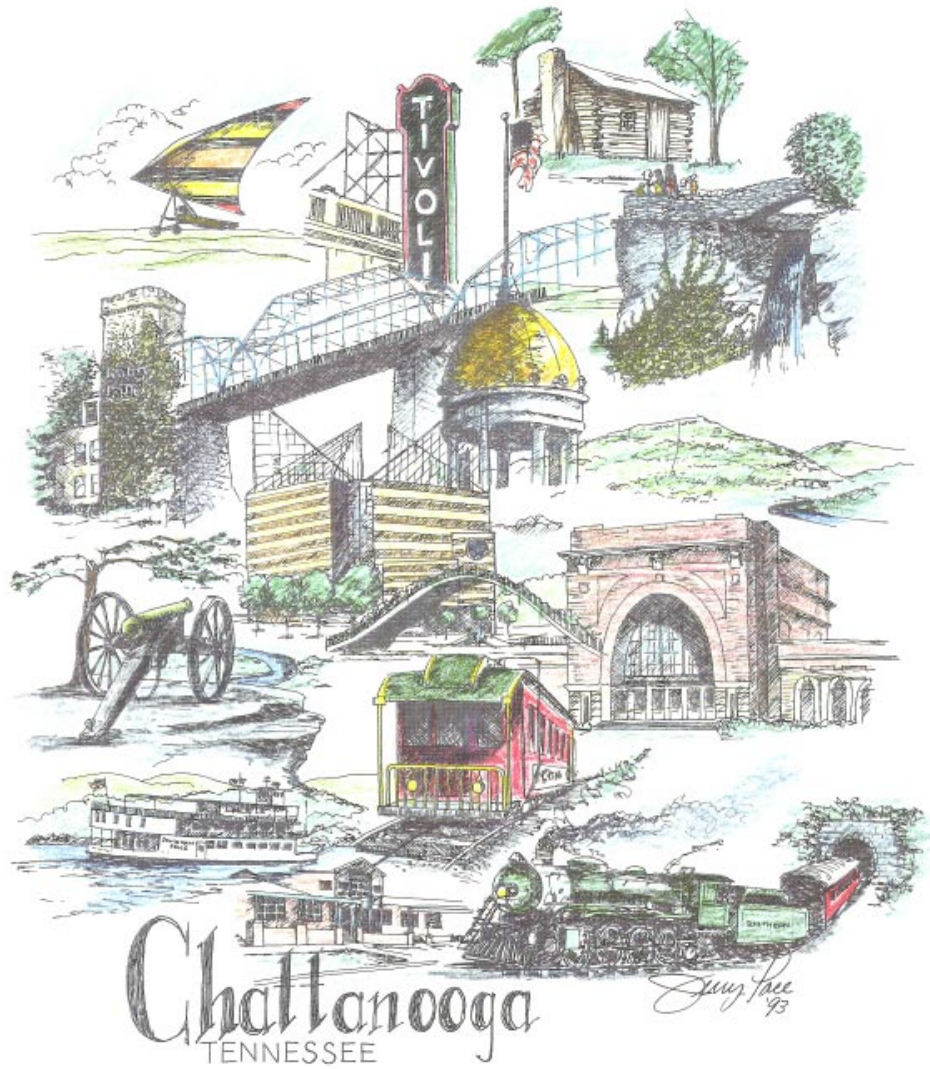
Fiscal Years 1999-2002

Revenue Source	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Debt Service (Fund 3100):							
General Fund	1,658,279	5,866,931	6,424,417	8,964,342	2,539,925	39.5%	89.94%
Trfrs-Cap Imp Bond Fd	0	182,783	0	0	0	N/A	0.00%
Trfrs-Safety Cap Project Fd	0	48,252	0	3,889	3,889	N/A	0.04%
CARTA Bonds	0	0	0	0	0	N/A	0.00%
Airport Authority	0	0	0	0	0	N/A	0.00%
Hamilton County	836,625	1,022,553	809,898	799,098	(10,800)	-1.3%	8.02%
Private Industry Council	216,545	0	216,545	0	(216,545)	-100.0%	0.00%
Proceeds from Refunding Bonds	0	0	0	0	0	N/A	0.00%
Miscellaneous Revenue	0	216,837	0	0	0	N/A	0.00%
911 Communication	200,000	0	200,000	200,000	0	0.0%	2.01%
Fund Balance	0	0	0	0	0	N/A	0.00%
Total Debt Service Fund	\$2,911,449	\$7,337,356	\$7,650,860	\$9,967,329	2,316,469	30.3%	100.00%
Grand Total	\$2,911,449	\$7,337,356	\$7,650,860	\$9,967,329	313,504	4.1%	100.00%

Debt Service Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Debt Service (Fund 3100):							
Principal	4,852,826	4,750,143	4,224,589	4,658,954	434,365	10.3%	46.74%
Interest	2,612,840	2,467,820	3,416,271	4,005,797	589,526	17.3%	40.19%
Service Charges	12,182	10,108	10,000	10,000	0	0.0%	0.10%
Bond Sale Expenses	0	4,365	0	0	0	N/A	0.00%
Payment to Refunding Bond Agent	0	0	0	0	0	N/A	0.00%
Future Debt Payments	0	0	0	1,292,578	1,292,578	N/A	12.97%
Total Debt Service Fund	\$7,477,848	\$7,232,436	\$7,650,860	\$9,967,329	2,316,469	30.3%	100.00%
Grand Total	\$7,477,848	\$7,232,436	\$7,650,860	\$9,967,329	2,316,469	30.3%	100.00%



Capital Project Funds

Fund Structure

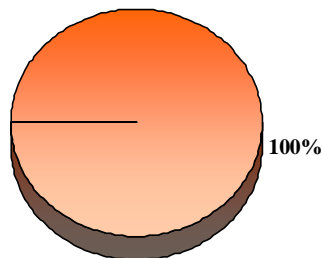
The Capital Projects Funds are used for the acquisition and construction of major capital facilities. The basis of budgeting is modified accrual. Included funds are Safety, Public Works, Parks & Recreation, General Government, Finance & Administration, and General Services. As of June 30, 2001, the General Fund appropriation for Capital Expenditures is \$5,456,216. Departmental capital request are as follows:

FY 2001 Capital Budget figures were as follows:

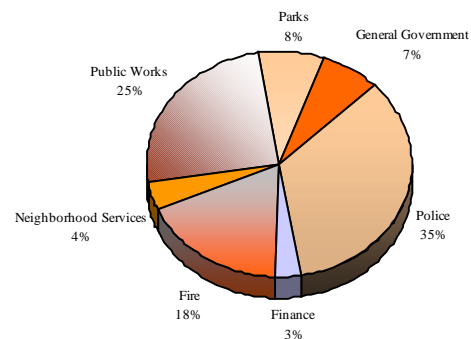
Finance & Administration	\$ 86,000
General Government	5,433,750
General Services	1,231,781
Parks, Recreation, Arts & Culture	3,753,396
Public Works	14,332,000
Police	4,222,950
Fire	<u>1,652,200</u>
	\$ 30,712,077

	Budget Request FY2002
Finance & Administration	\$ 1,609,000
General Government	3,466,600
Parks, Recreation, Arts & Culture	3,775,000
Neighborhood Services	1,898,500
Public Works	11,845,000
Police	16,197,193
Fire	<u>8,385,742</u>
	\$ 47,177,035

Budget Request Fiscal Year 2001/2002



Revenues



Expenses

Fund Revenue Summary

Fiscal Year Ending June 30, 200

(expressed in \$1,000)

Revenue Source	Budget FY 98/99	Budget FY 99/2000	Budget FY 00/2001	Request FY 00/2002	% BUDGET '02 CHANGE INC/(DEC) FY 01/02	
General Fund	12,202	795	6,099	5,456	(643)	-10.5%
General Obligation Bonds	18,990	128,134	128,134	0	(128,134)	-100.0%
Economic Development Fund	0	10,000	10,000	0	(10,000)	-100.0%
Other	1,283	9,077	4,241	41,721	37,480	883.8%
	\$32,475	\$148,006	\$148,474	\$47,177	(101,297)	-68.2%
Grand Total	\$32,475	\$148,006	\$148,474	\$47,177	(101,297)	-68.2%

Revenues

The City of Chattanooga routinely seeks funding for its capital budget from as many various resources as possible.

In FY95 and FY97, the City of Chattanooga used the State of Tennessee Municipal Bond Pool to fund a portion of the capital budget. This was more advantageous at the time because the rates were reasonable, funds were available and the bond market was unfavorable for the amount of funding needed.

It has always been management philosophy to provide as much as possible on a "pay as you go" basis. Therefore, every year the General Fund contributes funding for projects that are not bond or debt eligible. Each year this appropriation is approved after a thorough evaluation of all capital requests versus other available funding sources and General Fund affordability.

In FY99, the capital budget totaled \$32,475,000. During the previous year, the mayor and city council appointed a committee to study the parks, recreation facilities and other recreation related activities currently provided to the citizens. This project was called "Recreate 2008". This capital budget took a large step toward the city's commitment to the implementation of this project by appropriating \$16,287,500 of the total to the Parks, Recreation, Arts & Culture department alone.

The increase in the General Fund appropriation from FY98 to FY99 was also a direct result of the city's commitment to the Recreate 2008 project as well as to the capital priorities of all other departments.

Funding for the FY 1999 Capital Budget was provided

by the General Fund appropriation for Capital Improvements in the amount of \$5,588,400, General Fund appropriation from Fund Balance, \$6,614,000, funds from Foundations in the amount of \$1,231,644, the State of Tennessee, \$458,000, Hamilton County, \$180,000, Golf Course fund balance, \$65,000, donations, \$10,000 and a proposed bond issuance of \$18,990,200.

Funding for the FY 2000 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$6,098,500, Economic Development Fund \$10,000,000, funds from Foundations and other sources in the amount of \$1,721,316, TML Bond reappropriation \$1,586,398, the State of Tennessee, \$439,275, State Street Aid Fund 400,000, Hamilton County, \$29,000, Golf Course fund balance, \$65,000, and a proposed bond issuance of \$128,134,146. These bonds were sold in FY2001

Funding for the FY 2001 Capital Budget was provided by the General Fund appropriation for Capital Improvements in the amount of \$3,593,200, Economic Development Fund \$4,962,781, funds from Foundations and other sources in the amount of \$5,213,196, State of Tennessee and Federal grants of 7,245,200, and bond issuance of \$9,697,700.

Budget 2002 Increases (Decreases)

Funding for the requested FY 2002 Capital Budget is expected to be funded from the General Fund at this time rendering an analysis of increases/decreases meaningless.

Capital Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Request FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Capital Projects:							
Police (Fund P411)	3,218,137	1,829,778	4,222,950	16,197,193	11,974,243	283.6%	34.33%
Fire (Fund P411)	1,115,159	1,871,660	1,652,200	8,385,742	6,733,542	407.6%	17.78%
Public Works (Fund P416)	12,003,612	6,728,280	14,332,000	11,845,000	(2,487,000)	-17.4%	25.11%
Parks & Recreation (Fund P415)	2,373,284	4,436,852	3,753,396	3,775,000	21,604	0.6%	8.00%
General Government (Fund P413)	2,638,094	1,198,124	5,433,750	3,466,600	(1,967,150)	-36.2%	7.35%
Finance & Admin (Fund P413)	444,462	238,095	86,000	1,609,000	1,523,000	1770.9%	3.41%
Neighborhood Services	0	0	0	1,898,500	1,898,500	N/A	4.02%
General Services (Fund P414)	2,358,271	2,085,606	1,231,781	0	(1,231,781)	-100.0%	0.00%
Total Capital Projects	\$24,151,019	\$18,388,395	\$30,712,077	\$47,177,035	16,464,958	53.6%	100.00%
 Grand Total	 \$24,151,019	 \$18,388,395	 \$30,712,077	 \$47,177,035	 16,464,958	 53.6%	 100.00%

Expenses

The appropriations to the Capital Improvements Budget are analyzed on a year to year basis. As priorities shift, the Capital Improvements Budget will vary to reflect this. Presented here is a brief of each department's request.

POLICE

FY 2002 Request	\$16,197,193
% of Total Capital Request	34%
Growth From FY 01	11,974,243
% of Growth	283%

The Police Department capital appropriation reflects the continuation of police fleet replacement, other police vehicles, work on the Training Facility, building security, expansion of the precincts, and construction of a new animal control complex.

FIRE

FY 2002 Request	\$ 8,385,742
% of Total Capital Request	18%
Growth From FY 01	6,733,542
% of Growth	408%

The FY 2002 request for the Fire Department includes purchase of new fire apparatus and other fire vehicles, construction new fire stations and replacement of existing fire station, new mobil computers and a Thermal Imaging Camera.

PUBLIC WORKS

FY 2002 Request	\$11,845,000
% of Total Capital Request	25%
Decrease From FY 01	2,487,000
% Decrease	17%

The FY 2002 Public Works capital requests reflects the City's continuous street paving/street rehab program, streetscape work, various traffic signal projects and replacement of city-wide services equipment accounts, city-wide bridge rehab and infrastructure inventory of the new Guidance Information system.

PARKS, RECREATION, ARTS & CULTURE

FY 2002 Request	\$ 3,775,000
% of Total Capital Request	8%
Decrease for FY 01	15,987,500
% Decrease	1%

The FY 2002 Parks, Recreation, Arts, & Culture Department request includes City wide parks rehabilitation, vehicle replacement, golf course improvements and Recreation Center upgrades.

GENERAL GOVERNMENT

FY 2002 Request	\$ 3,466,600
Of Total Capital Request	7%
Decrease From FY 01	1,967,150
% Decrease	36%

The FY 2002 General Government request includes new Library vans and carpet, WTCI Channel 45, CARTA, Human Services funding and purchase of property.

FINANCE & ADMINISTRATION

FY 2002 Request	\$ 1,609,000
% of Total Capital Request	3%
Increase From FY 01	1,523,000
% Increase	1,771%

FY 2002 Capital Requests for the Finance & Administration Department reflects a major change due to reorganization of General Fund. This reorganization includes the distribution of the General Services Department among other departments. Purchasing, Real Estate and City Hall Building & Maintenance, Radio & Electronics Shop are now a part of Finance and Administration. The request includes assorted Information Systems hardware/equipment, funds for land acquisition, Purchasing software and furniture and various radio and electronics upgrades.

GENERAL SERVICES

FY 2002 Request	\$ 0
% of Total Capital Request	0%
Decrease From FY 01	1,231,781
% Decrease	100%

There is no FY 2002 Capital Requests for the General Services Department. This reflects a major change due to reorganization of General Fund by the Mayor.

NEIGHBORHOOD SERVICES

FY 2002 Request	\$ 1,898,500
% of Total Capital Request	4%
Increase From FY 01	1,898,500
% Increase	N/A

The FY2002 Neighborhood Services request is a first time in capital projects funds also reflects a major change due to the Mayor's new initiative. The request includes a new Neighborhood Public Infrastructure Program, Technology Cyber bus and Codes field automation.

Capital Fund Revenues

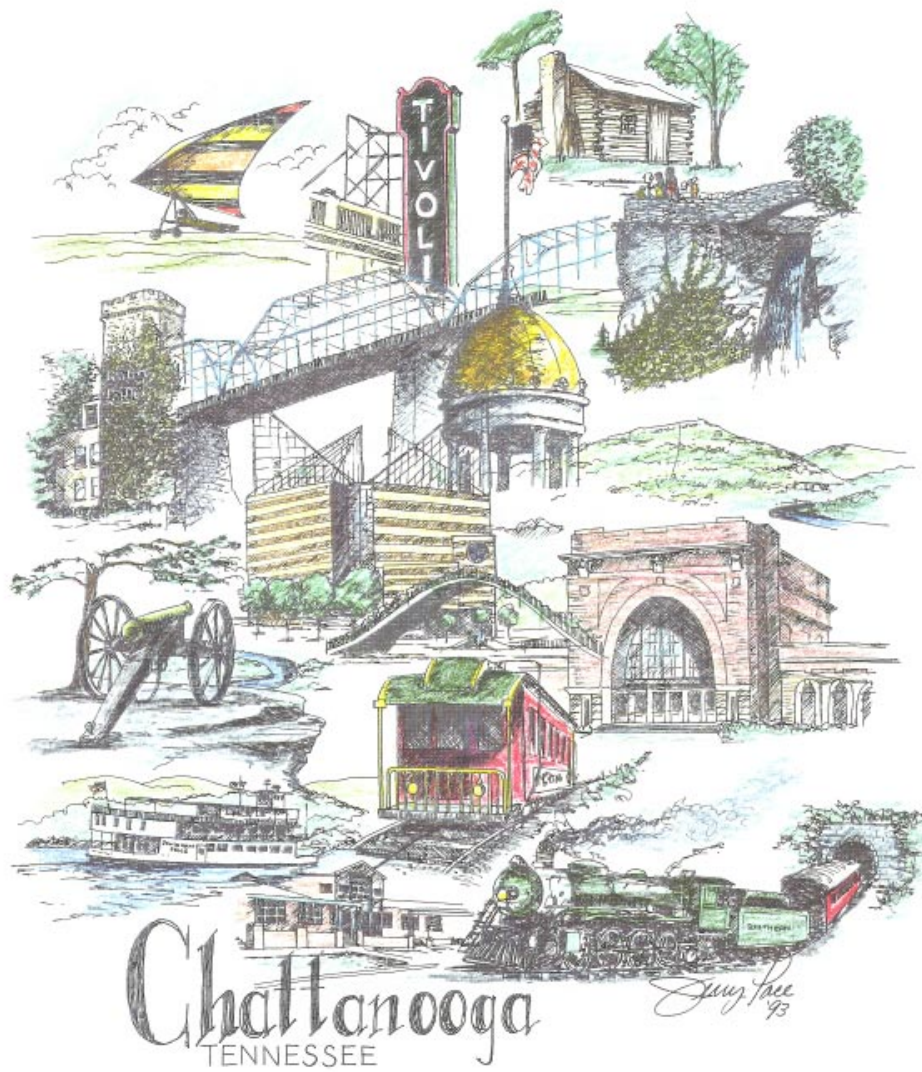
Fiscal Years 1999 - 2002

Revenue Source	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 00/01	% OF TOTAL
General Fund	11,552,400	12,202,400	3,593,200	5,456,216	1,863,016	51.8%	11.57%
General Obligation Bonds	933,715	18,990,200	9,697,700	0	(9,697,700)	-100.0%	88.43%
Other	6,021,989	1,283,000	17,421,177	41,720,819	24,299,642	139.5%	100.00%
	\$18,508,104	\$32,475,600	\$30,712,077	\$47,177,035	16,464,958	53.6%	100.00%
Grand Total	\$18,508,104	\$32,475,600	\$30,712,077	\$47,177,035	16,464,958	53.6%	100.00%

Capital Fund Expenditures

Fiscal Years 1999 - 2002

Expenditures	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02	BUDGET '02 INC/(DEC)	% CHANGE FY 01/02	% OF TOTAL
Capital Projects:							
Police (Fund P411)	3,218,137	1,829,778	4,222,950	16,197,193	11,974,243	283.6%	34.33%
Fire (Fund P411)	1,115,159	1,871,660	1,652,200	8,385,742	6,733,542	407.6%	17.78%
Public Works (Fund P416)	12,003,612	6,728,280	14,332,000	11,845,000	(2,487,000)	-17.4%	25.11%
Parks & Recreation (Fund P415)	2,373,284	4,436,852	3,753,396	3,775,000	21,604	0.6%	8.00%
General Government (Fund P413)	2,638,094	1,198,124	5,433,750	3,466,600	(1,967,150)	-36.2%	7.35%
Finance & Admin (Fund P413)	444,462	238,095	86,000	1,609,000	1,523,000	1770.9%	3.41%
Neighborhood Services	0	0	0	1,898,500	1,898,500	N/A	4.02%
General Services (Fund P414)	2,358,271	2,085,606	1,231,781	0	(1,231,781)	-100.0%	0.00%
Total Capital Projects	\$24,151,019	\$18,388,395	\$30,712,077	\$47,177,035	16,464,958	53.6%	100.00%
Grand Total	\$24,151,019	\$18,388,395	\$30,712,077	\$47,177,035	16,464,958	53.6%	100.00%



Capital Project Detail

General Government

Capital Budget Five Year Plan						
Estimated Project Cost by Fiscal Year						
Project Name	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Bicentennial Library (System Upgrade)				175,000		
Bicentennial Library (Carpet)		195,000				
Bicentennial Library (Library Vans)		21,600				
Bicentennial Library (Exterior Cleaning)			37,500			
Bicentennial Library (Carpet Branches)					51,500	
CARTA	527,500	500,000				
Development Resource Center	3,500,000					
Human Services	406,250	300,000				
Chattanooga Experience (Reg. History)	1,000,000					
WTCI Channel 45		150,000	150,000	150,000	150,000	150,000
EPB/Butcher Block		2,300,000				
Citizen Relationship Management		123,000				
Total General Government	\$5,433,750	\$3,589,600	\$187,500	\$325,000	\$201,500	\$150,000

1. Bicentennial Library (New Carpet)

Funding Source: FY2001/2002 Request

This appropriation provides for the City's half of funding for purchase of new carpet for the Chattanooga-Hamilton County Bicentennial Public Library.

2000/2001
Budget

2001/2002
Request

\$ 0 \$ 195,000

Prior Years Appropriation

\$ 0

Total

\$ 0 \$ 195,000

Impact on operating budget: None because these were funds one time funded projects for supported agencies.

2. Bicentennial Library (Library Vans)

Funding Source: FY2001/2002 Request

This appropriation provides for the City's half of funding for purchase of new vans for the Chattanooga-Hamilton County Bicentennial Public Library.

\$ 0 \$ 21,600

Prior Years Appropriation

\$ 0

Total

\$ 0 \$ 21,600

Impact on operating budget: None because these were funds one time funded projects for supported agencies

Capital Project Detail

	2000/2001 Budget	2001/2002 Request
3. CARTA		
Funding source: General Obligation Bonds	\$ 527,000	
FY2001/2002 Request		\$ 500,000
This appropriation is to help fund the Chattanooga Area Regional Transportation Authority's capital needs for this Fiscal Year. This appropriations along with grants from The Tennessee Department of Transportation and the Federal Transit Administration will fund a \$5.5 million project to develop the next generation of electric transit vehicles.		
Prior Years Appropriation	\$ 1,391,500	
Total	\$ 1,918,500	\$ 500,000
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		
4. Development Resource Center		
Funding Source: State of Tennessee	\$ 3,500,000	\$ 0
This appropriation is a State of Tennessee grant as partial funding for the City of Chattanooga's new Development Resource Center which is to be a one stop center for developers.		
Prior Years Appropriation	\$ 0	
Total	\$ 3,500,000	\$ 0
Impact on operating budget: The Development Resource Center will result in increase in cost of insurance and maintenance service.		
5. Department of Human Services		
Funding Source: General Obligation Bonds	\$ 406,250	
FY2001/2002 Request		\$ 300,000
This appropriation funds construction of an Early Head Start facility adjacent to the exiting Avondale Head Start Center..		
Prior Years Appropriation	\$ 0	
Total	\$ 406,250	\$ 300,000
Impact on operating budget: Operating cost will be provided by existing federal funding thru the Department of Human Services.		
6. Chattanooga Experience (Regional History Museum)		
Funding Source: Economic Development Fund	\$ 1,000,000	\$ 0
This appropriation funds acquisition of property in the first step of a major expansion of the Regional History Museum.		
Prior Years Appropriation	\$ 0	
Total	\$ 1,000,000	\$ 0
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
7. WTCITV		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
This appropriation funds the purchase of new equipment for taping City Council meetings. WTCI is the local Public Television Station which tapes council meeting each week.		
Prior Years Appropriation	\$ 80,000	
Total	\$ 80,000	\$ 150,000
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		
8. EPB/Butcher Block		
Funding Source: FY2001/2002 Request	\$ 0	\$ 2,300,000
This appropriation funds the difference between the appraisal values of the Electric Power Board Property and the "Butcher Block" property in a property swap between the City and the Electric Power Board.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 2,300,000
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		
9. Citizen Relationship Management		
Funding Source: FY2001/2002 Request	\$ 0	\$ 123,000
This appropriation funds a program to enhance the relationship between the citizens of Chattanooga and their local government and to promote the City's commitment to community service by providing direct access to a call center designed to receive, relay, monitor and manage citizen requests and insure the delivery of public service.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 123,000
Impact on operating budget: None because these were funds one time funded projects for supported agencies.		

Capital Project Detail

Finance & Administration

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Upgrade to Faster Network	10,000	10,000	10,000	10,000	10,000	10,000
Backup Devices/Storage Equipment	13,000		13,000		13,000	
Additional Processor	16,000	16,000		16,000		16,000
Business License & Property Tax Software	37,000					
SCT Banner & NT Platform	10,000					
Laser Printer		7,000				
Fire Suppression		70,000				
Security Monitoring		7,000				
Cisco Works Network Software		17,500				
Helpdesk Upgrade		17,000				
GIS Computer Upgrades		8,550				
Real Estate Land Acquisition		75,000				
Purchasing Software		63,850				
Purchasing Furniture		15,000				
City Hall Campus		1,097,100	3,452,450	3,452,450		
HVAC Upgrade Heritage Hall		175,000				
Radio System Enhancement		30,000				
Total Finance & Administration	\$86,000	\$1,609,000	\$3,475,450	\$3,478,450	\$23,000	\$26,000

	2000/2001 budget	2001/2002 Request
1. Upgrade Computer Network		
Funding Source: General Fund	\$ 10,000	
FY2001/2002 Request		\$ 10,000
This appropriation funds an upgrade of the computer network to maintain computer service levels with new technology. The computer network speed must increase to handle the additional load. The ongoing challenge is to keep the major components of the system in balance to avoid "bottlenecks" and get the most performance from the system.		
Prior Years Appropriation	\$ 19,390	
Total	\$ 29,390	\$ 10,000
Impact on operating budget: Annual maintenance cost \$1,500.00		

Capital Project Detail

	2000/2001 Budget	2001/2002 Request
2. Backup Devices/Storage Equipment		
Funding Source: General Fund	\$ 13,000	
This appropriation funds the purchase of storage equipment for growing stored information and tape drives/optical juke boxes for making copies of growing stored information in case of on-line storage device failure.		
Prior Years Appropriation	\$ 13,000	
Total	\$ 26,000	\$ 0
Impact on operating budget: Annual maintenance cost \$2,000.00		
3. Additional Processor		
Funding Source: General Fund	\$ 16,000	
FY2001/2002 Request		\$ 16,000
Purchase of a new processor to maintain computer service level and testing capacity as new applications are added as a part of the system balance for performance maintenance.		
Prior Years Appropriation	\$ 0	
Total	\$ 16,000	\$ 16,000
Impact on operating budget: Annual maintenance cost \$2,400.00		
4. Business License and Property Tax Software		
Funding Source: General Fund	\$ 70,427	
FY2000/2001 Request		\$ 30,000
This appropriation is to upgrade the Treasurer's Office business license, property tax and cash receipt software and hardware to NT platform in City technology direction		
Prior years Appropriation	\$ 0	
Total	\$ 70,427	\$ 30,000
Impact on operating budget: None		
5. SCT Banner to NT Platform		
Funding Source: General Fund	\$ 10,000	\$ 0
This appropriation is to upgrade the SCT Banner financial software and hardware for NT platform in City technology direction.		
Prior Years Appropriation		\$ 0
Total	\$ 10,000	\$ 0
Impact on operating budget: None		

Capital Project Detail

	2000/2001 Budget	2001/2002 Request
6. Laser Printer		
Funding Source: FY2001/2002 Request	\$ 0	\$ 7,000
This appropriation funds the purchase of a larger capacity printer to increase the processing speed of large print jobs. The ongoing challenge is to keep the major components of the system in balance to avoid "bottlenecks" and get the most performance from the system.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 7,000
Impact on operating budget: Annual maintenance cost \$1,050.00		
7. Fire Suppression		
Funding Source: FY2001/2002 Request	\$ 0	\$ 70,000
This appropriation funds the purchase of a fire suppression system for the computer room which is currently unprotected.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 70,000
Impact on operating budget: Annual maintenance cost \$3,500.00		
8. Security Monitoring		
Funding Source: FY2000/2001 Request	\$ 0	\$ 7,000
This appropriation is to fund network software which will help determine network loads on critical components and baseline them in order to determine when upgrade is needed. Additionally, it will enable IS to be proactive concerning network outages.		
Prior years Appropriation	\$ 0	
Total	\$ 0	\$ 7,000
Impact on operating budget: Annual maintenance cost \$1,050.00		
9. Cisco Works Network Software		
Funding Source: FY2000/2001 Request	\$ 0	\$ 7,000
This appropriation is to fund a security monitoring system for the computer room and the entire Information Services Department.		
Prior years Appropriation	\$ 0	
Total	\$ 0	\$ 7,000
Impact on operating budget: Annual maintenance cost \$2,000.00		
10. Helpdesk Upgrade		
Funding Source: FY2000/2001 Request	\$ 0	\$ 17,000
This appropriation is to fund the purchase of new software to monitor inbound email regarding user problems.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 17,000
Impact on operating budget: Annual maintenance cost \$2,550.00		

Capital Project Detail

	2000/2001 Budget	2001/2002 Request
11. GIS Computer Upgrade		
Funding Source: FY2001/2002 Request	\$ 0	\$ 8,550
This appropriation funds the purchase of additional license agreements and three computers capable of running GIS software for the City's Real Estate Management office.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 8,550
Impact on operating budget: None, one time project funding		
12. Real Estate Land Acquisition		
Funding Source: FY2001/2002 Request	\$ 0	\$ 75,000
This appropriation funds the purchase, as necessary, adjacent properties to enhance redevelopment of anticipated on hundred parcels acquired via lien foreclosures during the year.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 75,000
Impact on operating budget: None		
13. Purchasing Software		
Funding Source: FY2001/2002 Request	\$ 0	\$ 63,850
The acquisition and installation of a purchasing computer system is required for the much needed improvement in the efficiency and ability of the Purchasing Department to save the City's cost of goods and services purchased on a short and long term basis. This acquisition will include the system purchase, installation with complete interfacing, employee training, and licensing and maintenance of the system.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 63,850
Impact on operating budget: Annual maintenance cost \$12,800.00		
14. Purchasing Furniture		
Funding Source: FY2000/2001 Request	\$ 0	\$ 15,000
This appropriation is to purchase furniture due to the Purchasing Office being moved to another location.		
Prior years Appropriation	\$ 0	
Total	\$ 0	\$ 15,000
Impact on operating budget: None		

Capital Project Detail

	2000/2001 Budget	2001/2002 Request
15. City Hall Campus		
Funding Source: FY2000/2001 Request	\$ 0	\$ 1,097,1000
This appropriation is to upgrade City Hall campus buildings to City Code.		

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 1,097,100

Impact on operating budget: The upgrade will result in lower utility and maintenance costs and will eliminate office lease payments for one department.

16. Heritage Hall HVAC upgrade		
Funding Source: FY2000/2001 Request	\$ 0	\$ 175,000
This appropriation is to fund the final phase of upgrade and boiler replacement for the Heritage Hall.		

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 175,000

Impact on operating budget: None

17. Radio System Enhancement		
Funding Source: FY2000/2001 Request	\$ 0	\$ 30,000
This appropriation is to upgrade the radio system to increase capacity and measure signal strength.		

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 30,000

Impact on operating budget: None

Capital Project Detail

Police

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Police Fleet Replacement	1,000,000	1,851,960	2,000,000	2,000,000	2,000,000	2,000,000
Federal Technology Package	3,000,000	1,500,000				
Solar Institute - Renovation	222,950					
COPS Technology Grant Match		1,333,333				
Multipurpose Training Center		4,300,000				
Renovation/Expansion Police Annex		325,000				
Renovation Firehall #7		250,000				
Relocation/Renovation Eastgate Precinct		288,450				
New Entrance to Compound		200,000				
Forensic Lab Equipment		125,000				
Ballistics Test Tank		100,000				
Fleet Canopy for Specialized Vehicles		95,000				
Skid Car Training System		37,500				
Security System Police Complex		12,000				
Security System - Southside Precinct		25,000				
Security System - Northside Precinct		25,000				
Animal Control Complex		5,728,950				
Total Police	4,222,950	16,197,193	2,000,000	2,000,000	2,000,000	2,000,000

1. Police vehicle fleet replacement

Funding source: General Fund

FY2001/2002 Request

2000/2001
budget

\$ 2,000,000

2001/2002
Request

\$ 1,851,960

This appropriation provides for an annual fleet replacement program to insure the safety margin for police vehicles by replacing at least 50 units per year.

Prior Years Appropriation

\$ 6,375,980

Total

\$ 8,375,980

\$ 1,851,960

Impact on operating budget: The vehicle replacement program results in lower operating, maintenance, and fuel costs along with a safer fleet operations. Cost savings expected to exceed \$10,000 annually.

Capital Project Detail

	2000/2001 budget	2001/2002 Request
2. Federal Technology Package		
Funding source: Federal Grant	\$ 3,000,000	
FY2001/2002 Request		\$ 1,500,000

The Chattanooga Police Department will receive 3 million dollars to procure and implement both the software and mobile hardware needed to provide a proposed comprehensive County-wide Criminal Justice Network. The initial monies will be spent to purchase a Multi Jurisdictional Records Management System complete with multiple modules designed to integrate all divisions within the Police Department into one overall database. Proposed jurisdictions include Hamilton County, Red Bank, East Ridge, Signal Mountain, Soddy Daisy, Collegedale and Lookout Mountain.

Prior Years Appropriation	\$ 0	
Total	\$ 3,000,000	\$ 1,500,000

Impact on operating budget: None

3. Solar Institute Renovation		
Funding Source: General Obligation Bonds	\$ 222,950	
FY2001/2002 Request		\$ 0

This appropriation provides for renovation of the TVA Solar Building to create a new Police Training facility and inner-city precinct
Estimated life: 10 years.

Prior Years Appropriation	\$ 1,200,000	
Total	\$ 1,422,950	\$ 0

Impact on operating budget: Increase in Utilities, Building Maintenance expected not to exceed 10,000 annually.

4. Cops Technology Grant Match		
Funding source: FY2001/2002 Request	\$ 0	\$ 1,333,000

This appropriation provides funding for the City's required match for a \$ 1,000,000 COPS Technology Grant,

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 1,333,000

Impact on operating budget: None

5. Multipurpose Training Center		
Funding Source: FY2001/2002 Request	\$ 0	\$ 4,300,000

This appropriation provides for a new multi-purpose facility to include Training Facilities with Classrooms, Administration Space, Indoor Firing Range, Precinct, Furniture, Fixture and Equipment

Estimated life 50 years

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 4,300,000

Impact on operating budget: Increase in Utilities, Building Maintenance estimate to be 10,000 annually.

Capital Project Detail

	2000/2001 budget	2001/2002 Request
6. Renovation/Expansion Police Annex		
Funding Source: FY2001/2002 Request	\$ 0	\$ 325,000
<p>This appropriation provides for Renovation to accommodate the Domestic Task Force taken over from the County; enhance existing bay for I. D. for processing evidence collection; and centralize Youth & Family Services; enhance and expand Property Unit for storage related problems. And to enhance and expand Animal Services due to office configuration. It will also provide adequate offices for Polygraph Examiners.</p> <p>Estimated life 25 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 325,000
Impact on operating budget: None		
7. Renovation Firehall #7		
Funding Source: FY2001/2002 Request	\$ 0	\$ 250,000
<p>This appropriation provides for the Renovation of Firehall #7 and will establish additional office space and provide parking for the specialized S.W.A.T. Equipment, communication & data line equipment, and security equipment for parking and building. It will also be the possible future site for Public Safety Answering Point (PSAP).</p> <p>Estimated life 20 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 250,000
Impact on operating budget: None		
8. Forensic Lab Equipment		
Funding Source: FY2001/2002 Request	\$ 0	\$ 125,000
<p>This appropriation provides for Building and equipping a forensic lab for on site investigations and space for an I. D. processing center.</p> <p>Estimated life 15 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 125,000
Impact on operating budget: None		
9. Ballistics Test Tank		
Funding Source: FY2001/2002 Request	\$ 0	\$ 100,000
<p>This appropriation will fund the purchase of a Ballistic test tank for testing weapons and doing ballistic printing of bullet to trace to original weapon.</p> <p>Estimated life 25 years</p>		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 100,000
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
10. Fleet Canopy for Specialized Vehicles		
Funding Source: FY2001/2002 Request	\$ 0	\$ 95,000
This appropriation will fund Fleet Facilities a Canopy to protect several of recently acquired expensive vehicles, the Homicide Truck, Identification Van, and our Crime Prevention Van. land area is not available to build a garage for these vehicles. Estimated life 10 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 95,000
Impact on operating budget: None		
11. Skid Car Training System		
Funding Source: FY2001/2002 Request	\$ 0	\$ 37,500
This appropriation will fund the Development and installation of a skid car training system for officer training. Estimated life 5 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 37,500
Impact on operating budget: None		
12. Relocation/Renovation eastgate Precinct		
Funding Source: FY2001/2002 Request	\$ 0	\$ 288,450
This appropriation provides for the correction of various problems of and relocation of the Eastgate Precinct. TheGeorge and Delta teams will require approximately 3750 sq. ft. each. This will be a total of 7500 sq. ft. Estimated life 20 years		
Prior Years Appropriation		
Total	\$ 0	\$ 288,500
Impact on operating budget: The estimated cost for office space (7500 sq ft.) at 12.00 a sq. ft. is Ninety Thousand dollars annually.		
13. Security System Police Complex		
Funding Source: FY2001/2002 Request	\$ 0	\$ 12,000
This appropriation will fund the purchase of upgraded security equipment to enhance interior security for Police 911 complex by adding 4 new locations of card access readers and panels. Estimated life 6 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 12,000
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
14. Security System Southside Precinct		
Funding Source: FY2001/2002 Request	\$ 0	\$ 25,000
This appropriation will fund the purchase of a Complete Security System, Card Access Control, Digital Camera System to record in real time and be compatible in all aspects to the Main Police Complex's present security system in place.		
Estimated life 6 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 25,000
Impact on operating budget: None		
15. Security System Northside Precinct		
Funding Source: FY2001/2002 Request	\$ 0	\$ 25,000
This appropriation will fund the purchase of a Complete Security System, Card Access Control, Digital Camera System to record in real time and be compatible in all aspects to the Main Police Complex's present security system in place.		
Estimated life 6 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 25,000
Impact on operating budget: None		
16. New Entrance to Compound		
Funding Source: FY2001/2002 Request	\$ 0	\$ 200,000
This appropriation will fund the Site preparation for new entrance and exit for compound. Present entrance and exit continues to be extremely dangerous to all employees.		
Estimated life 15 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
Impact on operating budget: None		
17. Animal Control Complex		
Funding Source: FY2001/2002 Request	\$ 0	\$ 5,728,950
This appropriation will fund the building of a new 37,325 sq. ft. animal control complex and will also house the K-9 Area.		
Estimate life: 50 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 5,728,950
Impact on operating budget: Additional cost to budget for Utilities expected not to exceed 5,000 annually.		

Capital Project Detail

Fire

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Fire Apparatus	1,000,000	2,600,000	2,500,000	2,045,000	1,500,000	1,500,000
Land Acquisition & Station Design		310,700				
Fire Station Expansion		750,000	750,000	750,000		
Fire Station Construction	220,000					
Storage Building - Reserve Equipment	40,000					
Fire Station Replacement		750,000	750,000	750,000	750,000	
Signal Line for Firefighting	44,200					
Resource Building		93,000				
Driveway #17 Signal Mtn Blvd		150,000				
Computer/Software	185,000	191,530				
Tactical Rescue Equipment		488,248				
Fire Vehicles	80,000					
Burn Building		150,000				
Roofs	50,000	145,000				
Radios	33,000					
Thermal Imaging Cameras		129,500				
Mobil Computers		1,364,597				
Fire Suppression Boat		318,100				
Fire Equipment Replacement		314,185				
Domestic Preparedness Program		310,000				
Automatic Vehicle Location Sys		320,882				
Total Fire	1,652,200	8,385,742	4,000,000	3,545,000	2,250,000	1,500,000

1. Fire Apparatus

Funding Source: General Obligation Bonds

FY2001/2002 Request

2000/2001
budget

2001/2002
Request

\$ 1,000,000

\$ 3,000,000

This appropriation will fund the purchase of new fire apparatus to upgrade the front line fire service fleet to maintain current level of service. These vehicles include Line Fire Apparatus, Elevating Platform, Hazardous Materials Vehicle, Technical Rescue Vehicle, Tankers and Brush Trucks.

Prior Years Appropriation

\$ 2,255,000

Total

\$ 3,255,000 \$ 3,000,000

Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.

Capital Project Detail

	2000/2001 budget	2001/2002 Request
2. Land Acquisition and Station Design		
Funding Source: FY2001/2002 Request	\$ 0	\$ 310,700

This appropriation will fund purchase of needed real estate and construction drawings / management for projected fire station replacements and new station construction in non-covered areas. Station sites are as follows: Big Ridge, Ooltewah, VAAP, Station #4, Station #9, Station #15, Station #5

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 310,700

Impact on operating budget: None

3. Fire Station Expansion		
Funding Source: FY2001/2002 Request	\$ 0	\$ 750,000

The appropriation will fund the construction of a new fire station in a non-covered area of the City

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 750,000

Impact on operating budget: The new fire stations are more efficient and will cost less to operate.

4. Fire Station Construction		
Funding Source: FY2001/2002 Request	\$ 220,000	\$ 0

The purpose of this project is to complete the construction of a new super fire station needed to relocate and combine fire stations 1, 2 and 7. The size will include and approximate total of 12,432 square feet

Prior Years Appropriation	\$ 2,000,000	
Total	\$ 2,220,000	\$ 0

Impact on operating budget: The new fire stations are more efficient and will cost less to operate.

5. Reserve Apparatus Storage Building		
Funding Source: General Fund	\$ 40,000	\$ 0

The purpose of this project is to provide storage and protection for expensive reserve apparatus as well as specialized power equipment and hand tools specific to extrication and firefighting .

Prior Years Appropriation	\$ 0	
Total	\$ 40,000	\$ 0

Impact on operating budget: This storage facility will result in longer life and lower maintenance cost for expensive fire equipment.

6. Fire Station Replacement		
Funding Source: FY2001/2002 Request	\$ 0	\$ 750,000

The appropriation will fund the continuing effort to replace out of date fire stations with new up to date stations.

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 750,000

Impact on operating budget: The new fire stations are more efficient and will cost less to operate.

Capital Project Detail

	2000/2001 budget	2001/2002 Request
7. Signal Line for Firefighting		
Funding Source: FY2001/2002 Request	\$ 44,200	\$ 0
The purpose of this project is to meet the OSHA Two in Two Out Rule. Rescue Technology includes Signal & Life Line. Signal line for two-in, two out operation is required by OSHA.		
Estimated Life 15 years		
Prior Years Appropriation	\$ 0	
Total	\$ 44,200	\$ 0
Impact on operating budget: None		
8. Resource Building		
Funding Source: FY2001/2002 Request	\$ 0	\$ 93,000
The appropriation will fund the completion of the inside of the new Resource Building. Work will include heat/air unit, construction for offices and walls, fuel truck shelter, and purchase of Pallet Racks to store inventory.		
Estimated life: 40 Years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 93,000
Impact on operating budget: expected to save utilities and building maintenance cost		
9. Driveway #17 Signal Mtn Blvd		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
The appropriation will fund the construction of a rear egress to Station #17 built before the Tennessee Department of Transportation (TDOT)-Signal Mtn. Blvd Widening project begins. This is to ensure that the Engine Company and Tanker located on this site will have clear access to and from the station during all phases of the project.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		
10. Computers & Software		
Funding Source: General Fund	\$ 185,000	
FY2000/2001 Request		\$ 191,530
This appropriation will fund the purchase of additional computer equipment to facilitate departmental information sharing and data collection.		
Prior Years Appropriation	\$ 329,000	
Total	\$ 514,000	\$ 191,530
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
11. Tactical Service Equipment		
Funding Source: FY2001/2002 Request Request	\$ 0	\$ 488,248
This appropriation will fund the purchase of Tactical Services equipment including operations such as technical rescue operations, hazardous materials incident emergency response, and emergency medical services. In order to continue to support existing Tactical Services and further expand the Chattanooga Fire Department's capability to effectively respond to these and other complex incidents, Estimated Life 15 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 488,248
Impact on operating budget: None		
12. Fire Vehicles		
Funding Source: General Fund	\$ 80,000	\$ 0
This appropriation will fund the replacement of eight (8) high mileage vehicles having over 125,000 miles. Six of these vehicles will be four wheel drive. These vehicles are to be used by the Battalion Chiefs as line vehicles which will provide a more functional value to the tax payer. These vehicles can be utilized as mobile command posts as well as carry additional firefighting equipment to the fire and rescue scenes.		
Prior Years Appropriation	\$ 218,250	
Total	\$ 298,250	\$ 0
Impact on operating budget: The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.		
13. Burn Building		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
This appropriation will fund upgrading of the existing training tower with a new facility designed to simulate live burns and actual fire events. The department is now using the five story masonry construction training tower for these events and it is showing signs of structural distress from this practice. Estimated Life 25 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
14. Fire Roof Replacement		
Funding Source: FY2001/2002 Request	\$ 50,000	\$ 145,000
The purpose of this project is to continue the ongoing effort to repair or replace damaged or aged roofs of fire stations.		

Prior Years Appropriation	\$ 172,675	
Total	\$ 212,675	\$ 145,000

Impact on operating budget: Proper maintenance of roofs can save even more costly repairs to the building in the future.

15. Radios		
Funding Source: FY2001/2002 Request	\$ 33,000	\$ 0

Firefighters are required at times to work in and around potentially explosive environments. Something as small as a spark or static discharge from a portable radio could trigger an ignition. "Intrinsically Safe" (IS) radios, those certified by the Factory Mutual insurance organization to be safe in these environments, are available. This project will upgrade all remaining radios to intrinsically safe certification.

Prior Years Appropriation	\$ 107,755	
Total	\$ 140,755	\$ 0

Impact on operating budget: None

16. Thermal Imaging Cameras		
Funding Source: FY2001/2002 Request	\$ 0	\$ 129,500

Searching for and locating possible victims is one of the department's primary duties in a fire or rescue situation. Thermal imaging is a recent technology which tremendously improves the likelihood that victims can and will be found in a timely manner. The firefighters' can work with improved safety because the device can detect and warn of unseen fire hot spots in addition to sometimes hidden or hard to find victims. These funds would provide such a device for every response apparatus in the department.

Estimated Life 15 years

Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 129,500

Impact on operating budget: None

Capital Project Detail

	2000/2001 budget	2001/2002 Request
17. Mobil Computers		
Funding Source: FY2001/2002 Request	\$ 0	\$ 1,364,597
This project will place computers in the hands of personnel in the field, both inspector's, investigator's and line chief's and in fire apparatus. Greater detailed incident response plans and mapping will be available to front line responders as well as more efficient, direct connection to the communications/dispatch center. The investigators and inspectors will spend less time filling out paper reports and allow near real-time progress reports of inspections and re-inspections. This will also facilitate better management and documentation of incidents. Estimated Life 15 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 1,364,597
Impact on operating budget: None		
18. Fire Suppression Boat		
Funding Source: FY2001/2002 Request	\$ 0	\$ 318,100
The Tennessee River serves as a major trade artery and supports a large and rapidly growing waterfront industrial complex. A water based response vehicle outfitted and equipped is needed to be stationed to serve the more heavily developed area along the Downtown / Amnicola waterfront. Estimated Life 15 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 318,100
Impact on operating budget: None		
19. Fire Equipment Replacement		
Funding Source: FY2001/2002 Request	\$ 0	\$ 314,185
This appropriation allows for the ongoing replacement of older Fire Department equipment.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 314,185
Impact on operating budget: The equipment replacement program results in lower operating and maintenance costs and safer fleet operations.		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
20. Domestic Preparedness Program		
Funding Source: FY2001/2002 Request	\$ 0	\$ 310,000
The funds from this grant are limited to purchases for equipment and training of fire, emergency medical, hazardous materials response services and law enforcement agencies to respond to acts of terrorism involving chemical and biological agents, as well as radiological, nuclear, and explosive devices. Examples of equipment purchases allowed are personal protection, detection, and decontamination training equipment.		
Estimate Life: 15 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 310,000
Impact on operating budget: None		
21. Automatic Vehicle Location System		
Funding Source: FY2001/2002 Request	\$ 0	\$ 320,882
This project augments the mobile computing project by placing Global Positioning System(GPS) receivers in the apparatus and transmitting positioning data over the radio data system to a central server to interface with the Hamilton County 911 Center's Computer-Aided-Dispatch (CAD) system. This will facilitate "closest unit dispatch" to incidents, cutting valuable time from responses.		
Estimated Life 15 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 320,882
Impact on operating budget: None		

Capital Project Detail

Public Works

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY 2000/01	FY 2001/02	FY 2002/03	FY 2003/04	FY 2004/05	FY 2005/06
Paving of Streets	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
State Street Aid Equip. Replacement	0	500,000	225,000	225,000	225,000	225,000
City Wide Services Equipment	200,000	200,000	500,000	500,000	250,000	250,000
Bridge Rehab	0	200,000	200,000	200,000	200,000	200,000
Downtown Streetscape Program	200,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Traffic Engineering Projects	450,000	500,000	690,000	690,000	690,000	690,000
Sidewalks Adjoining Schools	500,000					
Curbs, Gutters, and Sidewalks	200,000	400,000	500,000	500,000	500,000	500,000
Street Rehabilitation	9,732,000	2,840,000	4,350,000	1,900,000	1,800,000	2,004,000
MPO Match - Paving	203,000	200,000	200,000	200,000	200,000	200,000
Guard Rail	100,000	100,000	100,000	100,000	100,000	100,000
Infrastructure Inventor for GIS	0		500,000	500,000	500,000	500,000
Salt Spreader Storage shed	40,000					
Document Management System		150,000	50,000	50,000		
Auto Electronic Plans Review Sys	50,000	210,000				
Walnut Street Bridge (Painting)	200,000		200,000		200,000	
800 Training Radio System	457,000					
Sanitation Equipmetn (Garbage)		400,000	125,000	125,000	125,000	125,000
Brush & Trash Equipment		145,000	125,000	125,000	125,000	125,000
Total Public Works	\$14,332,000	\$11,845,000	\$13,765,000	\$11,115,000	\$10,915,000	\$10,919,000

	2000/2001 budget	2001/2002 Request
1. Paving of streets		
Funding sources: General Obligation Bonds	\$ 2,000,000	
FY2001/2002 Request		\$ 2,000,000

This appropriation funds the resurfacing of streets City wide. It also provides for replacement of pavement markings and traffic signal loop detector wiring damaged due to pavement milling and resurfacing.

Prior Years Appropriation	\$ 7,500,000	
Total	\$ 9,500,000	\$ 2,000,000

Impact on operating budget: This program will reduce the cost of annual street maintenance.

Capital Project Detail

	2000/2001 budget	2001/2002 Request
2. State Street Aid Equipment Replacement		
Funding source: FY2001/2002 Request	\$ 0	\$ 500,000
This appropriation allows for the ongoing replacement of older State Street Aid equipment.		
Prior Years Appropriation	\$ 3,160,543	
Total	\$ 3,160,543	\$ 500,000
Impact on operating budget: The replacement of older equipment results in lower repair and maintenance costs.		
3. City Wide Services Equipment Replacement		
Funding source: General Fund	\$ 200,000	
FY2001/2002 Request		\$ 200,000
This appropriation allows for the ongoing replacement of older Public Works equipment.		
Prior Years Appropriation	\$ 4,163,405	
Total	\$ 4,363,405	\$ 200,000
Impact on operating budget: The vehicle replacement program results in lower operating and maintenance costs and safer fleet operations.		
4. Bridge Rehabilitation		
Funding source: FY2001/2002 Request	\$ 0	\$ 200,000
This appropriation funds the City's portion of state and federal funding for rehabilitating bridges with structural and utilization deficiencies. The Fiscal Year 2000 funds will complete the matching funds for the construction of a replacement bridge at Old Harrison Pike at South Chickamauga Creek.		
Prior Years Appropriation	\$ 1,142,167	
Total	\$ 1,142,167	\$ 200,000
Impact on operating budget: None		
5. Downtown Streetscape		
Funding sources: General Obligation Bonds	\$ 200,000	
FY2001/2002 Request		\$ 4,000,000
This appropriation provides for upgrading of sidewalks, street and pedestrian lighting, landscaping and installation of crosswalk pavers.		
Prior Years Appropriation	\$ 4,362,621	
Total	\$ 4,562,621	\$ 4,000,000
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
6. Traffic Engineering Projects		
Funding Source: General Obligation Bonds	\$ 450,000	
FY2001/2002 Request		\$ 500,000
This appropriation provides for modernization of existing and installation of future traffic signals and parking meters.		
Prior Years Appropriation	\$ 2,191,749	
Total	\$ 2,641,749	\$ 500,000
Impact on operating budget: The replacement program results in lower maintenance costs.		
7. Sidewalks Adjoining Schools		
Funding Source: General Obligation Bonds	\$ 500,000	\$ 0
This appropriation begins a program to redo or add sidewalks to city school for increased safety for students.		
Prior Years Appropriation	\$ 500,000	
Total	\$ 1,000,000	\$ 0
Impact on operating budget: None		
8. Curbs, Gutters and Sidewalks		
Funding Source: General Obligation Bonds	\$ 200,000	
FY2001/2002 Request		\$ 400,000
This appropriation provides for the continuing program of construction and repair of curbs, gutters, and sidewalks within the City.		
Prior Years Appropriation	\$ 1,358,400	
Total	\$ 1,558,400	\$ 400,000
Impact on operating budget: None		
9. Street Improvements		
Funding Source: General Obligation Bonds	\$ 933,000	
General Fund	\$ 800,000	
Economic Development Fund	\$ 3,574,000	
Grants	\$ 3,105,000	
Prior Project Reappropriation	\$ 1,320,000	
FY2001/2002 Request		\$ 2,840,000
This appropriation will fund a program of major street rehabilitation within the City.		
Prior Year Appropriation	\$12,554,839	
Total	\$22,286,839	\$ 2,840,000
Impact on operating budget: This program of major street Improvements results in lower street maintenance costs.		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
10. MPO Match - Paving		
Funding Source: General Obligation Bonds	\$ 203,000	
FY2001/2002 Request		\$ 200,000
This appropriation funds the City's portion of State of Tennessee Paving projects within the City limits.		
Prior Years Appropriation	\$ 105,000	
Total	\$ 305,000	\$ 200,000
Impact on operating budget: None		
11. Guard Rails		
Funding Source: General Obligation Bonds	\$ 100,000	
FY2001/2002 Request		\$ 100,000
This appropriation provides for a new program of Installation of new guard rails City wide.		
Prior Years Appropriation	\$ 0	
Total	\$ 100,000	\$ 100,000
Impact on operating budget: None		
12. Salt Spreader Storage Shed		
Funding Source: General Fund	\$ 40,000	\$ 0
This appropriation funds the construction of a salt spreader storage shed to ease installation of spreaders onto trucks.		
Prior Years Appropriation	\$ 0	
Total	\$ 40,000	\$ 0
Impact on operating budget: None		
13. Document Management System		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
This appropriation funds equipment for electronic scanning and retrieval of Engineering/Public Works records and driveways.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		
14. Auto Electronic Plans Review System		
Funding Source: General Fund	\$ 50,000	
FY2001/2002 Request		\$ 210,000
This appropriation funds an Auto/Electronic System to Review Plans		
Prior Years Appropriation	\$ 0	
Total	\$ 50,000	\$ 210,000
Impact on operating budget: None		

Capital Project Detail

	2000/2001 budget	2001/2002 Request
15. Walnut Street Bridge (Painting)		
Funding Source: General Fund	\$ 200,000	\$ 0
This appropriation will fund repair and painting of the Walnut Street Bridge.		
Prior Year Appropriation	\$ 0	
Total	\$ 200,000	\$ 0
Impact on operating budget: None		
16. 800 Training Radio System		
Funding Source: FY2000/2001 Request	\$ 457,000	\$ 0
This appropriation funds the replacement of Citywide Services Engineering and Traffic Engineering Radio System		
Prior Years Appropriation	\$ 0	
Total	\$ 457,000	\$ 0
Impact on operating budget: None		
17. Sanitation Equipment		
Funding Source: FY2000/2001 Request	\$ 0	\$ 400,000
This appropriation allows for the ongoing replacement of older sanitation equipment.		
Prior Year Appropriation	\$ 0	
Total	\$ 0	\$ 400,000
Impact on operating budget: None		
18. Brush & Trash Equipment		
Funding Source: FY2000/2001 Request	\$ 0	\$ 145,000
This appropriation allows for the ongoing replacement of older brush and trash equipment.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 145,000
Impact on operating budget: None		

Capital Project Detail

Parks, Recreation, Arts & Culture

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Tennessee Riverwalk Expansion	20,000					
Playground Rehab		200,000				
Powerhouse Expansion.	25,000					
Memorial Auditorium	25,000					
Greenway Farm	25,000					
Golf Course Improvements	84,753	85,000				
Brown Acres Fire Recovery	86,420					
Parks Projects	1,700,000	2,015,000				
Parks Vehicle Replacement	200,000	200,000				
Recreation Center Upgrade	1,050,000					
Skating Park	110,000					
Greenways	287,367	50,000				
Landscape Imp		75,000				
Civic Facilities		200,000				
Turner Club Acquisition		450,000				
Zoo Improvements	139,856	500,000				
Total Parks & Recreation	\$3,753,396	\$3,075,000	\$0	\$0	\$0	\$0

1. Tennessee Riverwalk Expansion

Source: Grant

FY2001/2002 Request

This project involves the continued expansion of the Tennessee Riverwalk based on a funding strategy committed to by the City and County. This appropriation will leverage both foundation and other public monies to complete the project.

2000/20001
budget

\$ 20,000

2001/2002
Request

\$ 0

Prior Years Appropriation

\$ 2,675,000

Total

\$ 2,695,000 **\$ 0**

Impact on operating budget: The expansion of the Riverwalk will impact the operating budget through increased personnel for security and grounds work.

Personnel Ranger

(each)\$16,345

Crew Worker

(each)15,535

Capital Project Detail

	2000/20001 budget	2001/2002 Request
2. Playground Improvements		
Funding Source: FY2001/2002 Request	\$ 0	\$ 200,000

This appropriation will fund a continuing program of
Playground improvements City wide.

Prior Years Appropriation	\$ 392,403	
Total	\$ 392,403	\$ 200,000

Impact on operating budget: None

3. Powerhouse Expansion

Funding source: Grant

\$ 25,000 \$ 0

This appropriation will be used improve the safety,
accessibility and service capabilities of the fitness
program.

Prior Years Appropriation	\$ 122,000	
Total	\$ 322,000	\$ 0

Impact on operating budget: None

4. Memorial Auditorium

Funding Source: General Fund

\$ 25,000 \$ 0

This appropriation will fund the conversion of the
auditorium heating and air-conditioning from the
present 35 year old system to a computerized
system. This system will provide improved zone
operation, timing controls and more efficient heating
and cooling.

Prior Years Appropriation	\$ 48,920	
Total	\$ 193,920	\$ 0

Impact on operating budget: A more efficient heating and cooling system should result in lower utility cost.

5. Greenway Farm

Funding Source: General Fund

\$ 25,000 \$ 0

The purpose of this project is to upgrade and expand
the Greenway Farm conference center area.

Prior Years Appropriation	\$ 20,000	
Total	\$ 95,000	\$ 0

Impact on operating budget: None

Capital Project Detail

	2000/20001 budget	2001/2002 Request
6. City Golf Courses		
Funding source: Golf Course Fund	\$ 65,000	
Grants	\$ 19,753	
FY2001/2002 Request		\$ 85,000
These appropriations fund equipment replacement, annual upgrade and maintenance, landscape improvements and purchase of a computerized point-of-sale system for the City's two municipal golf courses.		
Prior Years Appropriation	\$ 561,000	
Total	\$ 645,753	\$ 85,000
Impact on operating budget: None		
7. Brown Acres Golf Courses Fire Recovery		
Funding source: Grant	\$ 86,420	\$ 0
These appropriations fund the rebuilding of the Brown Acres Golf Course Clubhouse after it was destroyed by fire.		
Prior Years Appropriation	\$ 695,930	
Total	\$ 782,350	\$ 0
Impact on operating budget: None		
8. City Parks Rehabilitation		
Funding Source: General Obligation Bonds	\$ 1,700,000	
FY2000/2001 Request		\$ 2,015,000
This appropriation will fund rehabilitation and upgrading of City Parks: equipment replacement; fencing; park planning and expansion.		
Prior Year Appropriation	\$ 3,667,000	
Total	\$ 5,367,000	\$ 2,015,000
Impact on operating budget: None		
9. Equipment Replacement		
Funding Source: General Fund	\$ 200,000	
FY2000/2001 Request		\$ 200,000
This appropriation allows for the ongoing replacement of older Parks & Recreation equipment.		
Prior Year Appropriation	\$ 0	
Total	\$ 200,000	\$ 200,000
Impact on operating budget: Replacement of older equipment results in lower maintenance cost		

Capital Project Detail

	2000/20001 budget	2001/2002 Request
10. Recreation Center Rehabilitation		
Funding Source: General Obligation Bonds	\$ 550,000	
Grants	\$ 500,000	
FY2000/2001 Request		\$ 1,800,000
This appropriation will fund the continuing project of replacing Recreation Centers: roof replacement; building upgrade; paving; landscaping; security lighting; baseball field rehab etc.		
Prior Years Appropriation	\$ 2,435,000	
Total	\$ 3,485,000	\$ 1,800,000
Impact on operating budget: Rehab of older Recreation Centers will decrease the cost related to maintenance and repair.		
11. Skateboard Park		
Funding source: General Fund	\$ 110,000	\$ 0
This appropriation will be used to create a new skateboard park .		
Prior Years Appropriation	\$ 340,000	
Total	\$ 450,000	\$ 0
Impact on operating budget:		
Estimated Revenue: 20,000		
Contract to operate: 18,400		
12. South Chickamauga Greenway		
Funding source: Grant	\$ 237,367	
General Fund	\$ 50,000	
FY2000/2001 Request		\$ 50,000
This appropriation will be used to fund the expansion of the City's Greenway network design, construction and land easement to the South Chickamauga area.		
Prior Years Appropriation	\$ 250,000	
Total	\$ 537,367	\$ 50,000
Impact on operating budget: None		
13. Landscape Improvement		
Funding source: General Fund	\$ 0	\$ 75,000
This appropriation will fund landscape improvements throughout the City Parks and Recreation Centers.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 75,000
Impact on operating budget: None		

Capital Project Detail

	2000/20001 budget	2001/2002 Request
14. Turner Club Acquisition		
Funding source: FY2000/2001 Request	\$ 0	\$ 450,000
This appropriation will be used to purchase the The Turner Club a private club and converting it to a City Recreation Center.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 450,000
Impact on operating budget:		
Salaries & Wages \$35,000		
Operation 7,500		
15. Warner Park Zoo Improvements		
Funding Source: General Obligation Bonds	\$ 125,000	
FY2000/2001 Request		\$ 500,000
This appropriation will fund step one in the first phase of the long term development of the Zoo. The current year funds will be used for fencing, landscaping and road removal and construction of a Admission and Gift shop building. Exhibit improvements include a Deer exhibit, water fowl pond, Tortoise & Crane exhibit and a Kinkajou exhibit.		
Prior Years Appropriation	\$ 752,855	
Total	\$ 877,855	\$ 500,000
Impact on operating budget:		
Salaries & Wages: \$22,500		
Operation 2,500		

Capital Project Detail

General Services

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
Software (Purchasing)	100,000					
Neighborhood Storefront	500,000					
Fredrick Street	253,781					
Planning Study City Hall and Camput	38,000					
Chiller Replacement/City Hall	310,000					
Secondary Boiler / City Hall	30,000					
Total General Services	\$1,231,781	\$0	\$0	\$0	\$0	\$0

	2000/2001 budget	2001/2002 Request
1. Software (Purchasing)		
Funding Source: FY2001/2002 Request	\$ 100,000	\$ 0
This appropriation will fund new purchasing software for the Purchasing Department.		
Prior Years Appropriation	\$ 0	
Total	\$ 100,000	\$ 0
Impact on operating budget: None		
2. Neighborhood Storefront		
Funding Source: Bonds	\$ 300,000	\$ 0
Grant	\$ 200,000	
This appropriation will fund the renovation of commercial Structures in selected neighborhoods.		
Prior Years Appropriation	\$ 0	
Total	\$ 500,000	\$ 0
Impact on operating budget: This will result in increased utilities, cleaning and maintenance costs.		
3. Fredrick Street		
Funding Source: Economic Development	\$ 78,781	
Grant	\$ 175,000	
This appropriation will fund the redevelopment effort that will include the building of eleven new homes, new sewers and street improvements.		
Prior Years Appropriation	\$ 0	
Total	\$ 253,781	\$ 0
Impact on operating budget: None		

Capital Project Detail

	1999/2000 budget	2000/2001 Request
4. Planning Study City Hall and Campus		
Funding Source: General Fund	\$ 38,000	\$ 0
With the building of the new Development Resource Center and moving several department out of City Hall this study will help determine the best use of the vacated space.		
Prior Years Appropriation	\$ 62,000	
Total	\$ 100,000	\$ 0
Impact on operating budget: None		
5. Chiller Replacement - City Hall		
Funding Source: General Obligation Bonds	\$ 310,000	\$ 0
This appropriation will fund the replacement of the chiller at City Hall.		
Prior Years Appropriation	\$ 0	
Total	\$ 310,000	\$ 0
Impact on operating budget: None		
5. Secondary Chiller - City Hall		
Funding Source: General Obligation Bonds	\$ 30,000	\$ 0
This appropriation will fund the replacement of the chiller at City Hall.		
Prior Years Appropriation	\$ 0	
Total	\$ 30,000	\$ 0
Impact on operating budget: None		

Capital Project Detail

Neighborhood Services

Capital Budget Five Year Plan						
Project Name	Estimated Project Cost by Fiscal Year					
	FY2000/01	FY2001/02	FY2002/03	FY2003/04	FY2004/05	FY 2005/06
NPIP - Bushtown		50,000				
NPIP - Highland Park		470,000				
NPIP - ML King		270,000				
NPIP - Historic Southside		200,000				
NPIP - Ridgedale		200,000				
NPIP - East Chattanooga		150,000				
NPIP - Alton Park		200,000				
NPIP - Neighborhood Program Engineering		150,000				
Technology Cyber Bus		150,000				
Codes Field Automation		58,500				
Total Neighborhood Services	\$0	\$1,898,500	\$0	\$0	\$0	\$0

	2000/2001 budget	2001/2002 Request
1. NPIP - Bushtown		
Funding Source: FY2001/2002 Request	\$ 0	\$ 50,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 50,000
Impact on operating budget: None		
2. NPIP - Highland Park		
Funding Source: FY2001/2002 Request	\$ 0	\$ 470,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 470,000
Impact on operating budget: None		
3. NPIP - ML King		
Funding Source: FY2001/2002 Request	\$ 0	\$ 270,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 270,000
Impact on operating budget: None		

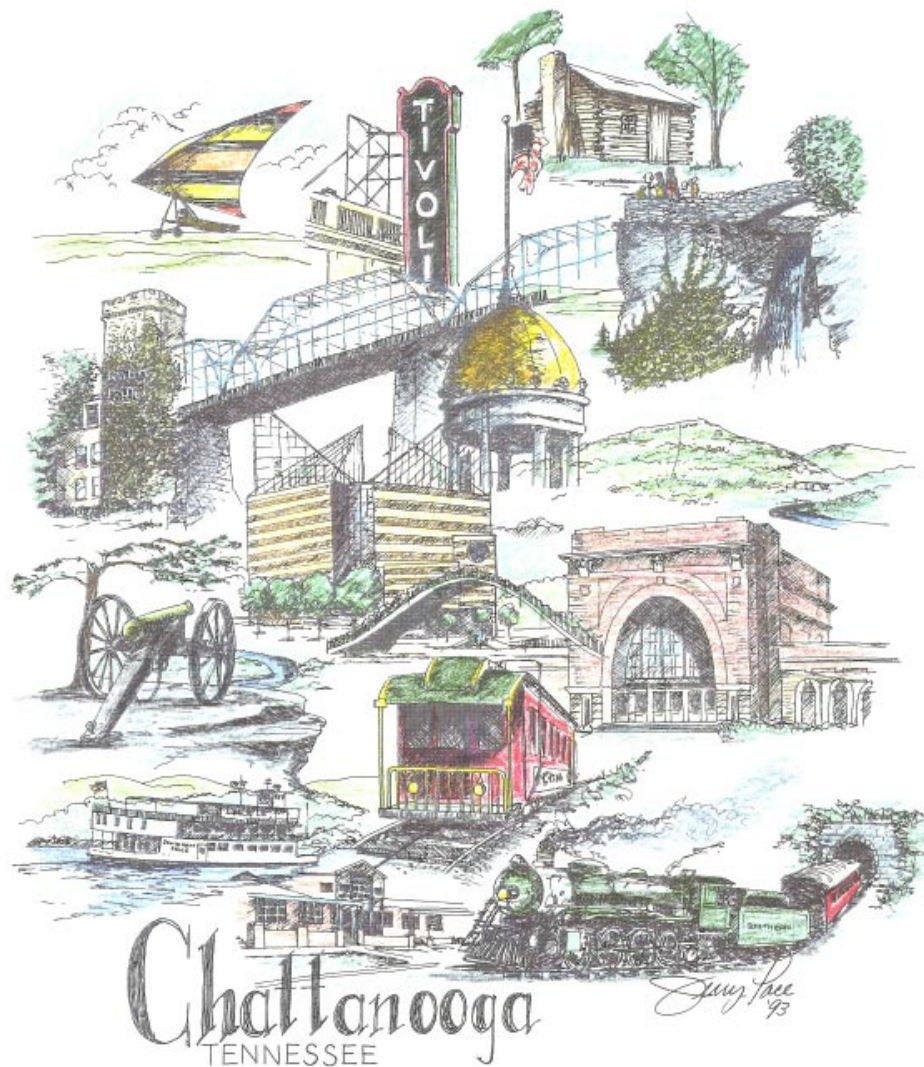
Capital Project Detail

	2000/2001 budget	2001/2002 Request
4. NPIP - Historic Southside		
Funding Source: FY2001/2002 Request	\$ 0	\$ 200,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
Impact on operating budget: None		
5. NPIP - Ridgedale		
Funding Source: FY2001/2002 Request	\$ 0	\$ 200,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
Impact on operating budget: None		
6. NPIP - East Chattanooga		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		
7. NPIP - Alton Park		
Funding Source: FY2001/2002 Request	\$ 0	\$ 200,000
This appropriation funds the Neighborhood Public Infrastructure Program. This program is designed to upgrade the infrastructure of select neighborhoods in the City.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 200,000
Impact on operating budget: None		
8. NPIP - Neighborhood Program Engineering		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
This appropriation will fund engineering services for the targeted neighborhood program.		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		

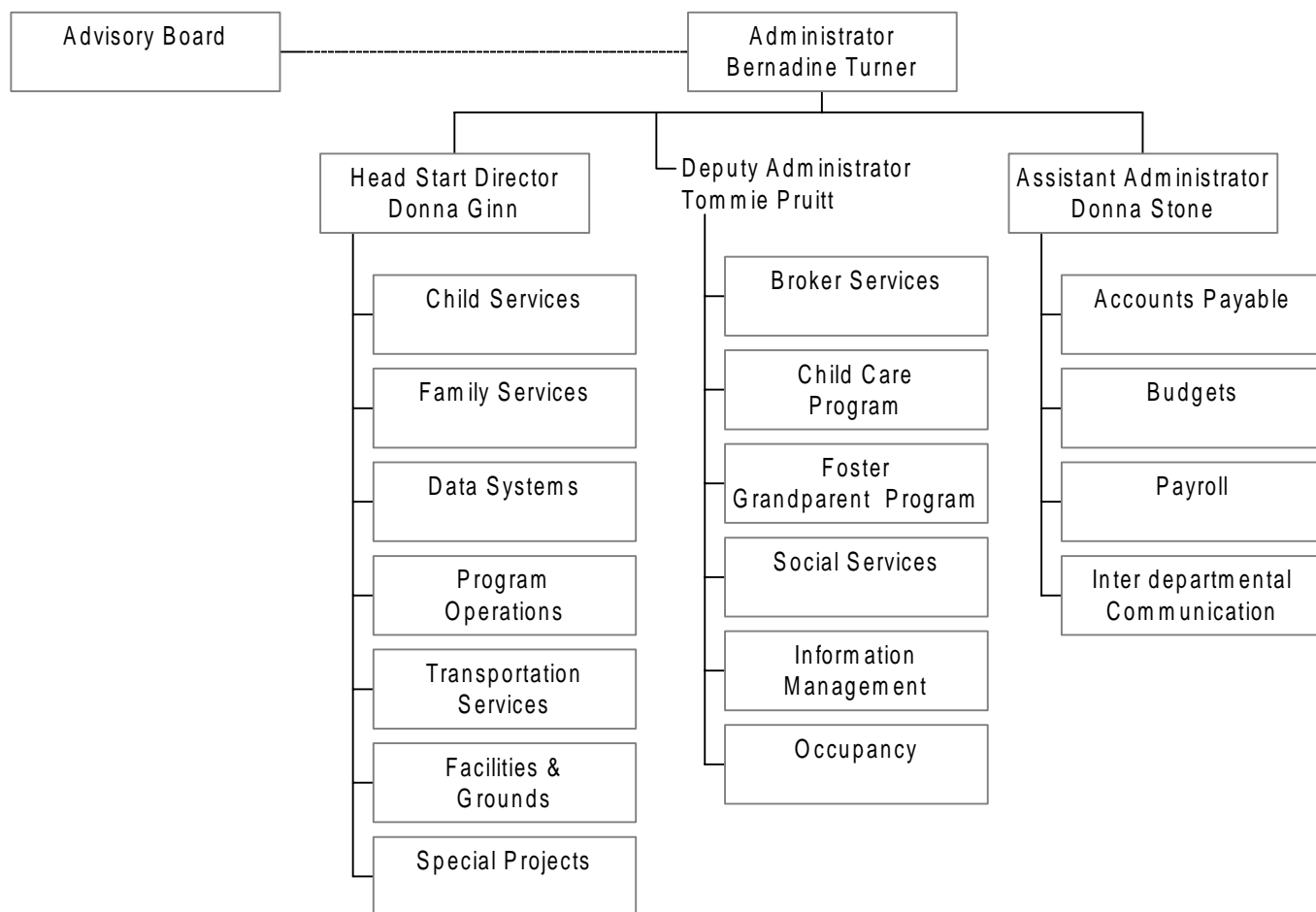
Capital Project Detail

	2000/2001 budget	2001/2002 Request
9. Technology Cyber Bus		
Funding Source: FY2001/2002 Request	\$ 0	\$ 150,000
This appropriation will fund a bus to operate in neighborhoods as a link for city services and serve as a bridge for the digital divide.		
Estimated life: 15 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 150,000
Impact on operating budget: None		
10. Codes Field Automation		
Funding Source: FY2001/2002 Request	\$ 0	\$ 58,000
This appropriation will fund the purchase of automated field units for Code Inspectors.		
Estimated life: 10 years		
Prior Years Appropriation	\$ 0	
Total	\$ 0	\$ 58,000
Impact on operating budget: None		

Capital Project Detail



Department of Human Services





Bernadine Turner, Administrator



Tommie Pruitt, Deputy Administrator

The mission of this department is to improve the quality of life for poor and disadvantaged citizens in Hamilton County through a variety of programs funded totally or in part by federal, state and local funds. These programs include Social Services (Community Services Block Grant, Low Income Home Energy Assistance, Weatherization Assistance, Emergency Food Assistance , and Summer Feeding Programs), Head Start, Child Care, and Foster Grandparent Programs. Individuals are enrolled in program activities or assisted with emergency needs in order to restore their lives to normalcy and/or self-sufficiency.

Division Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Head Start	5,586,509	5,396,236	5,739,096	7,227,517
Day Care	1,229,433	1,075,745	1,709,024	776,177
Weatherization	236,338	235,639	259,585	247,138
Foster Grandparents	319,401	313,559	419,834	463,764
LIEAP	966,436	732,780	717,316	691,800
CSBG	531,653	472,178	610,286	684,794
Occupancy Grant	250,020	184,396	226,221	323,734
Human Services Programs	1,690,632	693,323	1,977,085	984,410
City General Relief	122,024	81,296	72,868	72,868
Total	10,932,446	9,185,152	11,731,315	11,472,202

Category Expenditures				
	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	4,564,614	4,772,299	6,210,003	5,842,831
Operating	5,938,316	4,024,072	5,373,579	5,176,216
Capital	429,516	388,781	147,733	453,155
Total Expenditures	10,932,446	9,185,152	11,731,315	11,472,202
Per Capita	\$ 73.47	\$ 62.27	\$ 80.52	\$ 73.75
Authorized Positions	332	328	328	358

Departmental Goals

- ◆ Provide Head Start Services to eligible three and four year old preschool children
- ◆ Provide Early Headstart Services to eligible pregnant women and infants to age three
- ◆ Provide comprehensive Child Care Services to enable parents to obtain and/or maintain employment or training opportunities
- ◆ Provide intergenerational services between eligible older adults and special needs children
- ◆ Provide comprehensive case management services to families to help them gain a level of self-sufficiency
- ◆ Provide emergency support to families to help them maintain their residents and/or utility connections
- ◆ Provide weatherization assistance to families to help them conserve energy and low utility bills
- ◆ Provide energy assistance payments to families to help offset utility costs
- ◆ Provide a safe, clean and comfortable facility for conducting business at 501 W. 12th St.

Headstart

The Headstart program is a federally funded comprehensive, family focused child development program for children of low-income families. The program, which is funded by the United States Department of Health and Human Services, serves preschool children in eight locations throughout the city and rural Hamilton County. The Head Start Program serves three and four years old and the Early Head Start serves pregnant women and infants to age three. The program provides evaluation, diagnosis, and special services to children with

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	2,906,626	3,559,083	3,678,634	4,724,800
Operating	2,309,078	1,506,879	2,029,062	2,102,980
Capital Outlay	370,805	330,274	31,400	399,737
Total Expenditures	5,586,509	5,396,236	5,739,096	7,227,517

disabilities.

Goals & Objectives

Bring about a greater degree of social competence in young children to help ensure they begin school ready to learn and they can effectively deal with both present environment and later responsibilities in school and life.

❶ Early Head Start provides intensive continuous, comprehensive child development and family support services to low-income infants, toddlers, and pregnant women.

Improve the child's health and physical abilities, including appropriate steps to correct present physical and mental problems and to enhance every child's access to an adequate diet.

❶ Encourage self-confidence, spontaneity, curiosity, and self-discipline which will assist in the development of the child's social and emotional health. ❷ Enhance the child's mental processes and skills with particular attention to conceptual and communications skills. ❸ Establish patterns and expectations of success for the child, which will create a climate of confidence for present and future learning efforts and overall development. ❹ Increase the ability of the child and the family to relate to each other and to others. ❺ Enhance the sense of dignity and self-worth within the child and his family. ❻ Provide support services to parents and involve them in program planning and implementation, decision making, parent education and adult literacy; and improve the family's attitude toward future education, health care and physical abilities.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Preschool children served	632	632	755	674
3 - 4 Year old (Head Start)	582	582	685	602
Infant to 3 year old (PPC/Early Head Start)	50	50	70	72
Diagnostic Evaluations	158	150	147	115
Children received Special Services	126	100	83	101
Children received Up-to-Date immunizations	632	632	743	674
Parents received Adult Education/GED training	100	100	166	130
Parents received Parent Education/Parent training	400	400	412	450
Parents and Community volunteers	859	663	858	1,254
Volunteer Hours	27,618	36,965	27,556	41,867

Day Care

Provides comprehensive day care services to assist citizens in obtaining and maintaining employment and to provide a supportive influence to parents.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	760,223	651,051	991,294	424,254
Operating	444,210	388,987	689,530	351,723
Capital	25,000	35,707	28,200	200
Total Expenditures	1,229,433	1,075,745	1,709,024	776,177

Goals & Objectives

CENTER PROGRAM

To provide quality child care services to enable parents an opportunity to secure and maintain gainful employment and/or training.

To provide a safe nurturing environment for children at risk for potential abuse and/or neglect, and at the same time serve as a resource for the whole family.

To provide a developmentally appropriate environment that will aid in improving the intellectual, social, physical, and emotional needs of each child.

To empower parents, to assume and sustain the responsibility of the day to day care of their children.

To provide a social services component to include intake, information an (referral, eligibility determination, family social assessment, and other social services as needed to assist families in their own efforts to improve the quality and conditions of life.

To provide comprehensive health and nutrition information to the parent so that families can provide proper care for their children on a continuous basis.

❶ To act in accordance with all applicable local and state licensing requirements annually as mandated by TDHS. ❷ To keep all required information and records on families, children and staff accurate and current on a daily basis. ❸ To have training/meetings on a quarterly basis with staff and parents. ❹ To provide daily to and from transportation from the center. ❺ To provide breakfast, lunch and snack daily as required by CACFP.

DAY CARE HOMES

To provide quality child care for parents or caretakers of infants and toddlers while they are away from the children as they pursue employment, educational or training opportunities

To provide a warm nurturing family environment for infants and toddlers.

To provide a developmentally appropriate setting for infants and toddlers.

To strengthen parents in self sufficiency by encouraging them in assumption of day to day responsibilities in caring for their children.

To ensure health, nutrition and ethical practices and procedures are met.

❶To comply with all applicable state, local and federal requirements. **❷**To keep family and group day care home records current and complete on a daily basis. **❸**To provide quarterly training for all home providers. **❹**To ensure that breakfast, lunch and snack served daily meet the requirements of CACFP by monitoring the homes monthly. **❺**Monitor homes monthly to ensure that each home is providing care to encompass the parents needs appropriately. **❻**To ensure that children in care a - receiving stimulation to enhance their overall growth by requiring monthly progress reports.

The overall goal of the Child Care Program is to maintain the National Accreditation through the National Academy of Early Childhood Programs in Washington, DC.

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Center Program				
Children enrolled age 2-5	150	150	130	140
Parents maintained gainful employment	N/A	N/A	N/A	N/A
Children from child welfare provided a safe and nurturing environment	N/A	N/A	N/A	N/A
Children who received speech and hearing screening through Chattanooga Speech and Hearing Center	45	65	80	140
Field trips taken	35	20	10	20
Children received clothes from clothes pantry	0	15	100	25
Parent meetings	2	4	4	4
Individual family conferences	175	150	156	168
Meals served	51,716	55,000	87,809	102,000
Transportation services	26,200	28,800	22,500	35,000
Children	238	150		105
DayCare (HOMES)				
Children enrolled	49	50	28	42
Parents maintained gainful employment	N/A	N/A		
Meals served	29,035	36,000	17,409	20,000
Day care home for infants through 12 years	10	12	8	10
Parent meeting per quarter	2	4	1	4
Monitoring visits	36	48	96	120

Weatherization

The Weatherization Program is a Federally funded project conducted in a single geographical area which undertakes to weatherize dwelling units that are energy inefficient. The weatherization project includes areas of Administration, Program Support, Training, Department of Energy (DOE), and Low - Income Energy (LIHEAP) funds for weatherization and material & labor

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	61,070	56,610	81,130	45,692
Operating	175,268	179,029	178,455	201,446
Capital	-	-	-	-
Total Expenditures	236,338	235,639	259,585	247,138

Goals & Objectives

To assist low income individuals and families (home owners/rental) to weatherize their dwellings. Priorities to elderly and handicapped.

To improve energy efficiency in selected dwellings. Weatherization measures installed will reduce energy cost and conserve heat loss. Weatherization measures are selected from energy surveys completed by certified WAP Staff. All measures are prioritized and expenditures limited according to the State Plan. To contract all weatherization work with private contractors in accordance with minimum requirements of the Tennessee Department of Human Services. To assure quality workmanship and materials by: (1) obtaining certified post inspections on all units completed, (2) by reinspecting all units failed by the initial inspection, and To provide on-site client educational materials on energy conservation measures to all clients served.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Units of weatherized dwellings	105	60	90	70
Material & Labor Cost	155,725	175,000	173,500	171,643
Inspections completed	145	125	125	150
# of applicants	130	150	125	175

Foster Grandparents

Mutually benefits senior citizens and special and exceptional needs children with specific needs in development for Hamilton, McMinn and Bradley counties. Areas include Foster Grandparent Volunteer support, and Foster Grandparent Volunteer Expense.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	45,098	83,837	115,138	101,008
Operating	272,148	226,094	304,696	358,034
Capital	2,155	3,628	-	4,722
Total Expenditures	319,401	313,559	419,834	463,764

Goals & Objectives

Assign Volunteers to sites to address basic need of community.

❶ Conduct site visits. ❷ Training suggestions from site coordinators. ❸ Assign ninety-five (95) volunteers to a minimum of 500 special children. ❹ Negotiate Memorandum of Understandings with sites.

Recruit and placement of volunteers

❶ Recruit sites that serve special needs children; ❷ Interview potential volunteers; ❸ Conduct site training's Volunteer comply with income requirements; ❹ Transportation provided by sites for In-kind contributions; ❺ Provide volunteers with (1) forty hours of training for new volunteers, (2) four (4) hours of additional training monthly, (3) evaluations, (4) Increase number of volunteer service years, (5) Needs assessment, (6) Annual physicals.

Develop advisory council

❶ Educate and train council on FGP affairs; ❷ Assign to committees for advisory council; ❸ Meet four time a year; ❹ Procure private sector funding; ❺ Provide annual program evaluation; ❻ Accomplish specific goal each year.

Volunteer recognition for their Performance

❶ Participate in events for volunteers; ❷ Program receives media coverage; ❸ FGP provide 2 events

Increase private sector participation

❶ Address three or more organizations annually, and annually submit proposal to businesses for funding non-federal volunteers and program activities

Foster Grandparents

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Conduct site visits	28	30	28	31
Training suggestions from site coordinators	28	30	20	25
Assign volunteers and special children	95/500	95/500	114/623	95/500
Negotiate Memo of Understanding with sites	28	28	33	33
Recruit sites that serve special needs children	0	5	5	2
Volunteers interviewed and hired	12	15	46	25
Conduct site training	as needed	as needed	as needed	as needed
40 hours of training for new volunteers	12	15	46	25
Sessions of 4 hours additional training	12	12	10	10
Volunteers evaluated	95	95	95	95
Conduct volunteer needs assessment	95	95	95	95
Volunteer comply w/income requirements	95	95	118	95
Annual physical for volunteers	95	95	118	95
In-kind contributions	12,000	12,000	27,218	12,000
Educate and train council on FGP affairs	12	12	11	12
Assign to committees for advisory council	12	12	11	12
Advisory council meetings per year	4	4	5	4
Procure private sector funding	-	-	-	-
Participate in events for volunteers	7	7	7	7
Program receives media coverage	8	10	18	10
FGP provide 2 events	2	2	2	2
Address three or more organizations annually	4	4	7	4

Low Income Home Energy Assistance Program

The program is designed to assist eligible households with home energy costs through payments to energy suppliers. Priority is given to the lowest income households. LIHEAP includes areas of Program support, Emergency Heating, and Regular Heating.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	66,448	69,688	96,337	88,644
Operating	899,988	663,092	620,979	603,156
Capital	-	-	-	-
Total Expenditures	966,436	732,780	717,316	691,800

Goals & Objectives

To ensure that eligible low income households receive assistance to offset the high cost of energy. Assistance will be provided in the following program areas:

Regular Heating Assistance
Emergency Heating Assistance
Summer Cooling

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Total # households assisted	2,379	2,326	2,874	1,590
Regular Heating Assistance	1,909	1,971	2,189	1,114
Total \$ Regular Heating	477,201	492,603	547,250	278,500
Emergency Heating	266	256	453	277
Total \$ Emergency Heating	66,278	63,974	113,250	69,500
Summer Cooling	n/a	99	238	199
Total \$ Summer Cooling	n/a	31,987	81,200	69,650

Community Services Block Grant

Improves the quality of living by providing for long and short range service activities and referrals. CSBG includes areas of Emergency Assistance, Title II commodity, Special Home, State Appropriation, Homeless Assistance, Family support, Home Prevention, and Emergency Homeless.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	82,027	266,351	297,826	280,938
Operating	449,626	205,827	312,460	396,771
Capital	-	-	-	7,085
Total Expenditures	531,653	472,178	610,286	684,794

Goals & Objectives

Comprehensive Emergency Assistance

Provide emergency financial assistance with rent, utilities, food, medicine to low income residents of Hamilton County. To provide services to reduce the immediate threat of eviction, services being disconnected and hunger.

□ *Elimination of immediate threat to families through financial assistance. Reduce level of stress in crisis situations to enable workers to develop long range plans for the family to become self-reliant.*

Family Support Services

Provide counseling, referrals, assistance in developing long range goals with the family, networking with other agencies to provide services for the family.

□ *To provide moral support and encouragement as well as pertinent information that helps the family in developing and setting long range plans to become independent. Assist the family in locating the appropriate services and identification of barriers that prevent them from becoming self sufficient. even) households this year.*

Homeless Prevention

To provide financial assistance and or assist client in making arrangements with the landlord or mortgage company to prevent eviction from housing.

□ *Provide individuals with services and/or to intervene on their behalf to assist in making the necessary arrangements to maintain housing.*

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Total Units Served	1,728	2,260	-	3,915
Family Support Services	68	67	-	75
Homesless Assistance	137	n/a	-	-
Homeless Prevention	33	42	-	-
Emergency Homeless	60	50	-	-
Emergency Crisis Intervention	-	-	-	1,940
Linkages	-	-	-	1,600

Occupancy

Provides a safe, clean and comfortable facility for conducting business at 501 West 12th Street and other leased facilities to include everything from picking up litter on the properties, to maintaining and upgrading the physical structure.

Category Expenditures				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	21,618	25,830	34,631	33,635
Operating	217,025	139,903	121,582	250,188
Capital	11,377	18,663	70,008	39,911
Total Expenditures	250,020	184,396	226,221	323,734

Goals & Objectives

Priority 1: Abatement of problems that represents threats to life, health and safety or to the property itself.

Fire inspection annually; Daily cleaning and janitorial services; Keep sanitary supplies stocked as needed; Keep all plumbing items working properly; Cleaning and/or replacing air filters as needed, but not less than quarterly

Priority 2: Maintenance needs related to curb appeal and facility appearance.

Keep grass mowed at least weekly, in season; as needed other times.

Keep awnings and fences in good repair.

Keep parking lots and driveways in good repair, continue to reconfigure arrangements, repair areas as needed, reseal and restripe to meet handicap recommendations.

Keep litter and other debris removed for area daily and create colorful flower beds.

Priority 3: Maintenance required to update or modernized older sections of the building.

● Repair or replace air condition units as needed (3 planned this year). ● Replace window units to conserve energy.

Priority 4: Maintenance work which reflects a negative impact of building if left undone.

● Plant trees in playground area.

Priority 5: Maintenance work which may detract from the overall appearance of the building or work which replacement later on will no more if work is left undone.

Performance Measures				
	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Fire Inspection	1	1	1	1
Cleaning/replacing air filters	15	15	36	36
Grass mowed	26	26	26	
Replaced awnings	-	2	6	6
Repair/replace air condition units	-	-	-	-
Remove large trees from playground area	-	-	1	-
Touch up paint areas as needed	1	1	-	3

Human Services Program

Human services programs include areas of Title II commodity, Emergency Food & Shelter, Project Warm Neighbors, MC Mckeldin, Summer Lunch, Administration, Water Help, and HUD Counsel.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	539,432	22,022	846,059	93,506
Operating	1,065,116	607,817	1,031,590	809,593
Capital	17,349	-	18,125	-
Total Expenditures	1,621,897	629,839	1,895,774	903,099

Goals & Objectives

Title II Commodity

Improve the nutritional needs of low income individuals in Chattanooga and Hamilton County.

①Provide a minimum of two distribution sites, one site in Chattanooga, and one site in northern Hamilton County. ②Distribute commodities at least quarterly at designated sites.

Summer Food Service Program

Provide free nutritious meals to eligible children, ages 1-18 during the summer vacation. similar to those offered under the National School Lunch and Breakfast Program, during the school year.

①Secure sites where meals can be served. ②To reach 50% or more of those children who received free and / or reduced lunches during the school year. ③Provide free nutritional lunches daily during summer vacation. ④Develop positive attitudes toward nutritious meals.

Emergency Food & Shelter

Assist families/individuals with past, due mortgage/rent or first month's rent payment. Payment of one months' past due electric and or gas bills; issue one month food orders during the program year.

①To improve the quality of life for the family/individuals by providing assistance with payment of rent/ mortgage or providing first month's rental assistance. These services prevents evictions, foreclosures or homelessness for the families/individuals receiving services. ②Provide meals to families or single persons given a one month food voucher that can be used at the grocery store of their choice. ③Payment of electric/ gas bills to prevent services from being disconnected.

Warm Neighbors

Maintain electric/gas services or purchase of home heating oil/fuel for low income households and or households who are experiencing financial difficulties and are not able to pay their bills due to illness, loss of employment, death of primary bread winner etc.

①To involve the community in helping households to maintain services with the electric and gas companies, also the purchase of coal and kerosene. To raise community awareness about the needs within the community and encourage contributions be made to the program to aid the agency in providing services.

Harry McKeldin Fund

To meet needs in the community that are not addressed in the catalog of services or those who are not eligible for assistance based on Community Services Block Grant guidelines.

● To address the needs within the community of families that are not met through CSBG Program. Involvement of the community in making contributions that enable us to provide special assistance to those who would otherwise fall through the cracks.

HUD Counsel

Provide information to perspective home buyers, first time renters, and assistance to homeowners to prevent foreclosures and provide information and implementation of the reverse mortgage program.

To assist families in obtaining a home, providing information as to the responsibility of home ownership, rental responsibility and rights. Assists the elderly in making decisions about reverse mortgages which enables eligibility for other programs that are based on poverty guidelines Works with families/ individuals to avoid foreclosure proceedings.

Family Neighborhood Centers

Operates center in public housing developments which provide social services, family counseling, referral services, intervention, and after-school activities. This division helps families living in Public Housing toward self sufficiency. As case managers, we intervene with intensive, unconditional support to provide services needed to keep families together. These cases are referred by Hamilton County Managed Care for Children.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	41,939	37,827	42,419	50,354
Operating	23,966	25,148	38,892	29,457
Capital	2,830	509	-	1,500
Total Expenditures	68,735	63,484	81,311	81,311

Goals & Objectives

To move public housing families toward educational opportunities.

Perform monthly reports on all activities held in Neighborhood Centers and refer families to other appropriate resources.

To move family unit toward self sufficient living.

Complete a Family Needs Assessment coming through Neighborhood Centers located in Public Housing Developments.

Plan, schedule and carry out organized adult activities in Centers that are both creative and educational on an ongoing basis during the year.

Keep an ongoing list of all planned and carried out youth activities.

In the Managed Care program, we try to normalized and stabilized the family situation without the case going back into State custody.

Through Managed Care for Children, evaluate and update at least 25 families for individual help. Write a Family Plan of Action, agreed to by the entire family, and approved by case manager. This plan will hopefully move family toward stated goals and individualized needs.

Performance Measures	Actual	Goal	Estimate	Goal
	FY 99/00	FY 00/01	FY 00/01	FY 01/02
Family Need Assessments Performed	125	150	75	75
Adult and Youth Activities	36	36	24	24

City General Relief

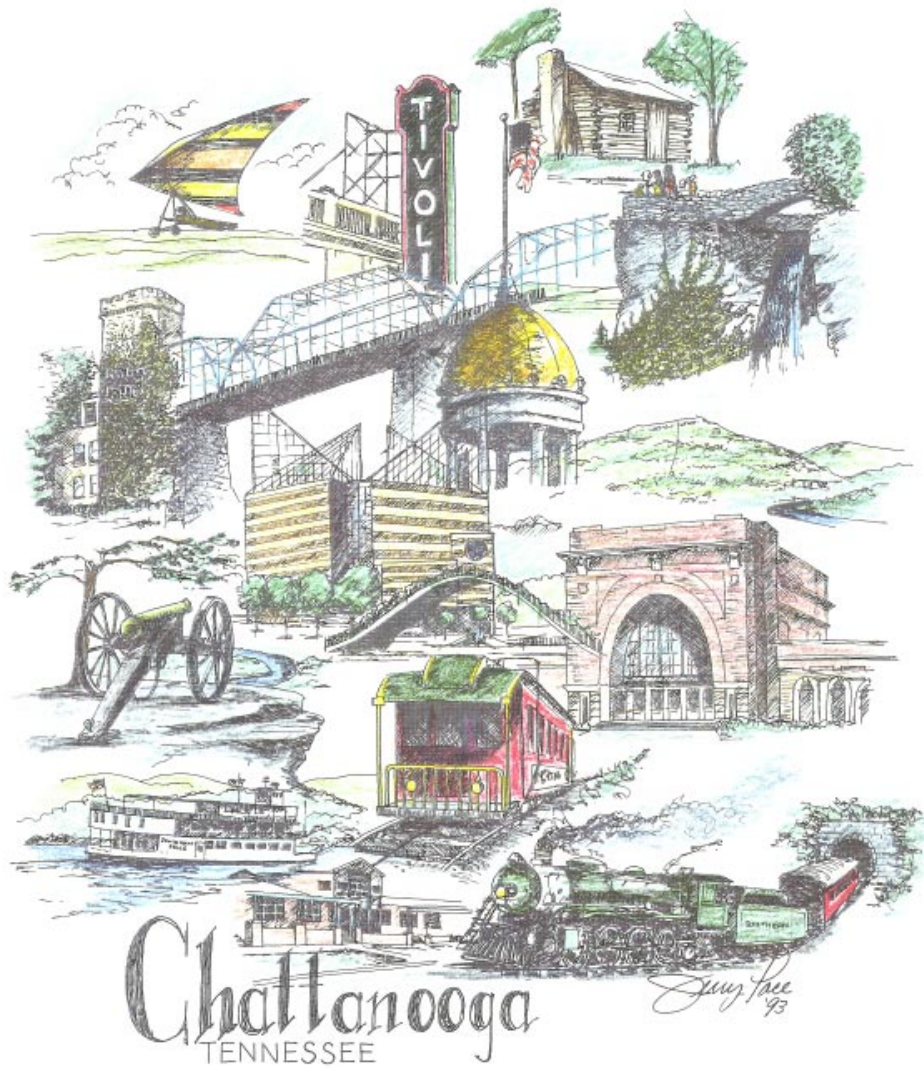
Provides emergency financial assistance including mortgage/rent, utilities, food/nonfood household items and medications to City residents.

Category Expenditures	Actual	Actual	Budget	Budget
	FY 98/99	FY 99/00	FY 00/01	FY 01/02
Personnel	40,133	-	26,535	-
Operating	81,891	81,296	46,333	72,868
Capital	-	-	-	-
Total Expenditures	122,024	81,296	72,868	72,868

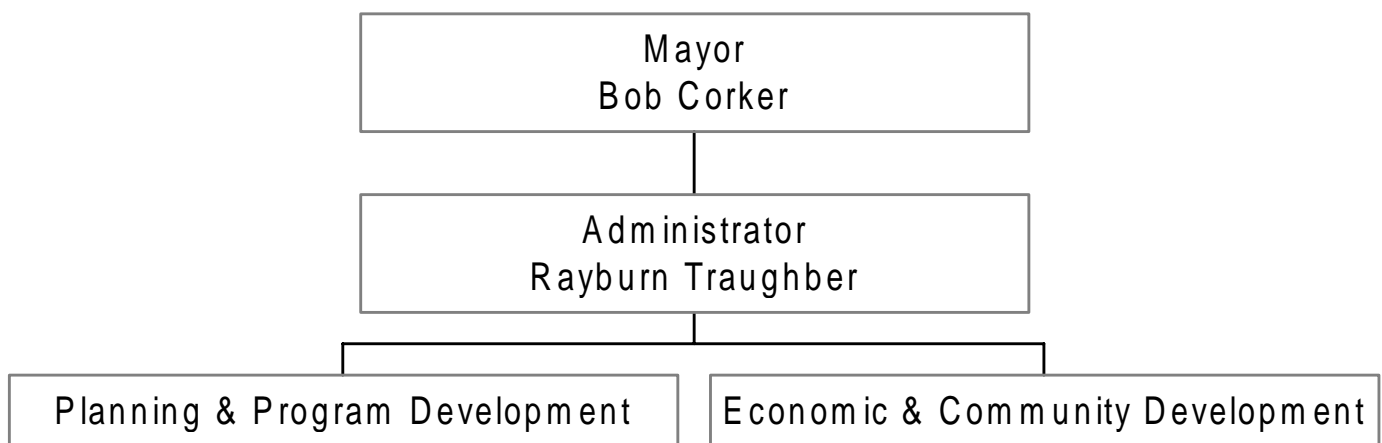
Goals & Objectives

To provide assistance to residents of the-City of Chattanooga who are experiencing financial difficulties, who do not meet poverty guidelines, but are experiencing a crisis that prevents them from being able to meet their needs.

To acknowledge that crisis situations can arise in everyone's life and assistance is required to alleviate or reduce the impact of the circumstances. To meet the needs of all citizens within our community. Assistance is planned for approximately 1,000 households.



Community Development (Division of the Executive Branch)





Rayburn Traugher



It is the mission of the City of Chattanooga's Office of Economic and Community Development to have a significant and positive impact on our City by identifying and supporting neighborhood revitalization projects. In keeping with this mission, the following activities are designed to benefit low and moderate income people and neighborhoods: - Quality, Affordable Housing - Employment Opportunities - Opportunities for Economic Development - Social Services - Public Facility Improvements - Infrastructure Enhancements

Division Expenditures

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Planning and Administration	\$ 259,939	\$ 296,138	\$ 593,269	\$ 569,265
CDBG Supported Programs	5,040,527	5,282,124	3,228,731	3,192,735
Home Program	1,980,022	1,388,005	1,434,000	1,649,000
Total	\$ 7,280,488	\$ 6,966,267	\$ 5,256,000	\$ 5,411,000

Category Expenditure

	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 242,803	\$ 254,844	\$ 306,264	\$ 324,500
Operating	7,022,881	6,706,420	4,939,736	5,076,500
Capital	14,804	5,003	10,000	10,000
Total Expenditures	\$ 7,280,488	\$ 6,966,267	\$ 5,256,000	\$ 5,411,000
Per Capita	\$ 48.93	\$ 47.51	\$ 36.30	\$ 35.33
Positions Authorized	8	8	8	5



Planning and Administration

The Office of Economic and Community Development, acting on behalf of the City of Chattanooga, is responsible for the administration and use of the Community Development Block Grant(CDBG), the HOME Investment Partnership Act (HOME), and Emergency Shelter Grant(ESG) funds received from the U.S. Department of Housing and Urban Development(HUD). Since 1974, the City of Chattanooga has been the recipient of the entitlement funds from HUD for a variety of housing and community development activities. Planning and self-evaluation have always been key elements of a successful program.

The mission of the Office of Economic and Community Development is to have a significant and positive impact on our city by identifying and supporting neighborhood revitalization projects. All activities are designed to benefit low and moderate income people and neighborhoods. In keeping with this mission, the department funds affordable housing activities, employment opportunities, economic development, social services activities, public facility improvements and infrastructure improvements.

The Office of Economic and Community Development operates under a HUD mandated five year strategic plan. In fiscal year 2000-2001 the City implemented year one of the 2000-2004 Consolidated Plan. Goals, objectives and strategies are based upon this five year plan.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 209,382	\$ 254,844	\$ 290,646	\$ 324,500
Operating	35,753	36,291	292,623	234,765
Capital	14,804	5,003	10,000	10,000
Total	\$ 259,939	\$ 296,138	\$ 593,269	\$ 569,265

Goals & Objectives

Planning and activities should be on a comprehensive approach to community resources, needs and goals.

Planning and implementation of community strategies should be an inclusive process.

Revitalization goals and strategies should be based on strengths and acceptance of responsibility rather than on needs and the abdication of responsibility.

Coordination of activities and of key community players helps ensure an effective community development program

Strategies and activities should be based on a long term, high quality approach.

Housing Activities

Increase the stock of safe, affordable, decent rental units; particularly in low and moderate income areas by 500 units. The City's Better Housing Commission (BHC) will pursue its efforts to enforce code compliance in residential structures, particularly in target neighborhoods.

Homeowner Rehabilitation Activities

Rehabilitate 800 substandard low income owner occupied homes with low to no interest loans. Provide a program under which LMI families, who are unable to obtain bank financing for needed home improvements, can access low to no interest loans to repair their homes up to local code. Weatherize and render more energy efficient 500 units serving low income families.

Affordable Home Ownership Activities

Assist 1,100 first time LMI purchasers with affordable mortgage financing and assistance with closing and down payment costs. Expand homeowner education programs to reach 3,500 people over the next five years.

Public and Assisted Housing

Improve the housing mix and building configuration of public housing developments by reconfiguring selected developments through the demolition of non-viable units and replacements with scattered site developments. Expand opportunities for residents to become more self-sufficient and assure that at least 100 residents are given opportunities for training and employment with CHA and its contractors.

Public Facility Activities

Within 5 years, a minimum of 2 sites will have been improved or created as multipurpose neighborhood based community centers in low-income neighborhoods. The City, through public-private partnerships, will develop the potential for Greenways in low and moderate income target neighborhoods.

Infrastructure Improvement Activities

Improve neighborhood infrastructure such as sidewalks, street lighting, street improvements and landscaping as part of comprehensive neighborhood revitalization strategies.

Public or Social Services

Increase social and recreational opportunities for young people to use their time constructively, with guidance and attention from responsible, caring adults. Promote the formation of neighborhood coalitions for growth within communities. Improve and impact quality of life issues for elderly and special needs populations.

Economic Development

Improve the quality of the local workforce. Improve access to capital for creation and expansion of small businesses, particularly for minority and women owned businesses. Increase opportunities for retention and expansion of the existing business base.

Planning and Administration

Fair Housing

Increase community knowledge of fair housing standards and issues.

Performance Measures	Actual FY 99/00	Goal FY 00/01	Estimate FY 00/01	Goal FY 01/02
Stock of safe, affordable rental units up to 500	34	100	500	34%
Rehabilitate substandard housing	198	160	800	198%
Assist first time LMI purchasers with affordable mortgage	319	220	1,100	319
Homebuyer Education	673	700	3,500	673
Improved multipurpose neighborhood based community centers	-	2	2	-
Participate in streetscape improvements	Yes	Yes	Yes	Yes
Increase opportunities for youth to use time constructively	Yes	Yes	Yes	Yes
Private housing guide for citizens	Yes	Yes	Yes	Yes

CDBG Supported Programs

This summarizes the dollar amount of federal funding spent on Community Development Block grant eligible programs.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	5,040,527	5,282,124	3,228,731	3,192,735
Capital	0	0	0	0
Total	\$ 5,040,527	\$ 5,282,124	\$ 3,228,731	\$ 3,192,735

Goals & Objectives

See Community Development goals and objectives.

Home Program

The HOME Investment Grant is for the administration of federal funds to provide decent and affordable housing for low and moderate income families. The Economic & Community Development Office reviews all requests for HOME funds. This activity records all administrative as well as costs associated with loans made with the HOME Partnership Investment Funds.

Expenditure by Type				
	Actual FY 98/99	Actual FY 99/00	Budget FY 00/01	Budget FY 01/02
Personnel	\$ 33,421	\$ -	\$ 15,618	\$ -
Operating	1,946,601	1,388,005	1,418,382	1,649,000
Capital	0	0	0	0
Total	\$ 1,980,022	\$ 1,388,005	\$ 1,434,000	\$ 1,649,000

Goals & Objectives

See Community Development foals and objectives.